COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

MAY/JUNE 2008

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Collaboration in Action:

Bringing the Pieces Together

Interview with

Robert T. Cardillo

Deputy Director for Analysis

PLUS...

- Next for DCIPS: Converting to Pay Bands
- Analyst Exchange = Progress
- DIA Plays a Part in Cybersecurity

Contents
may/june 2008

35

.:HEADLINES

2. Amateurs Talk Tactics, Professionals Talk Logistics
By Paul S. Cianciolo, CP

5. Next for DCIPS: Converting to Pay Bands
By Melissa G. Daston, HC

7. Post of the Month: U.S. Defense Attaché Office Kiev
By the Directorate of Human Intelligence, DH

9. A Milestone for GEMSTONE *By Constance A. Rush, HC*

18

10. BIG Hosts Roundtable Discussion with Command Element
By Larraine Lyles, FE

12. 'Loan' Your Personality to CFC
By Tim M. Rider, CS

13. Wanted: A Leader Like You
By Gwen A. Estep, DS

15. Diversity of Ideas: Where Innovation Comes From
By Adrian "Zeke" Wolfberg, CS

16. NDIC Hosts International Intelligence Fellows
By Megan B. Charlton, MC

18. One Step Closer for BRAC
By Greg M. Lowe, DA, and LTC Scott R. Larson, HC

.:COLLABORATION in ACTION

19. Collaboration on SIPRNet Just Got Easier
By Tiffeney I. Johnson, DS

20. NMEC and SOCOM: Collaboration through Exploitation
By Roy I. Apseloff, DH

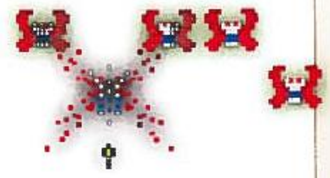
26. Branching Out Into the Community
By Sarah E. Mosley, CP

28. Analyst Exchange = Progress
By Grant D. Hayden, DI

40

2
OUT-BOUND CARGO

30



30. VISim: Serious Game Training Comes to DIA
By Bruce G. Bennett, HC

32. 'Building' a Solid Facilities Management Program
By David W. Pittman and Dr. Daneta G. Billau, DA

33. CNT Analysts Strengthen Partnership with AFRICOM
By Dr. Eric A. Miller, DI

35. Answering the Call to Collaborate: New Joint Duty Program for the IC IGs
By Cassidy J. Ginivan, IG

36. CS and FE Partner for Performance Management
By Gabrielle E. Chodes, FE

38. DIA Plays a Part in Cybersecurity
By Richard F. Walsh, DI

39. Intellipedia Promotes Collaboration Among Analysts
By Adrian "Zeke" Wolfberg, CS

40. Join In for Joint Duty at NMEC
By Roy I. Apseloff, DH

:executive VISION

22. Interview with the Deputy Director for Analysis
By Communiqué Staff, CP

:professional PROFILES

42. Professional Profile: COL Dawn T. Jones

:COMMUNITY outreach

43. DIA and You: Strengthening Ties to Youth in the Community
By Mika J. Cross, EO

:PEOPLE on the move

45. Civilian and Military Personnel Update — Retirements, Anniversaries and Promotions in February & March 2008
By the Office of Human Resources, HC

39

MAY/JUNE 2008 · Volume 21/Number 3
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A Defense Intelligence Agency Publication

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www.dia.mil

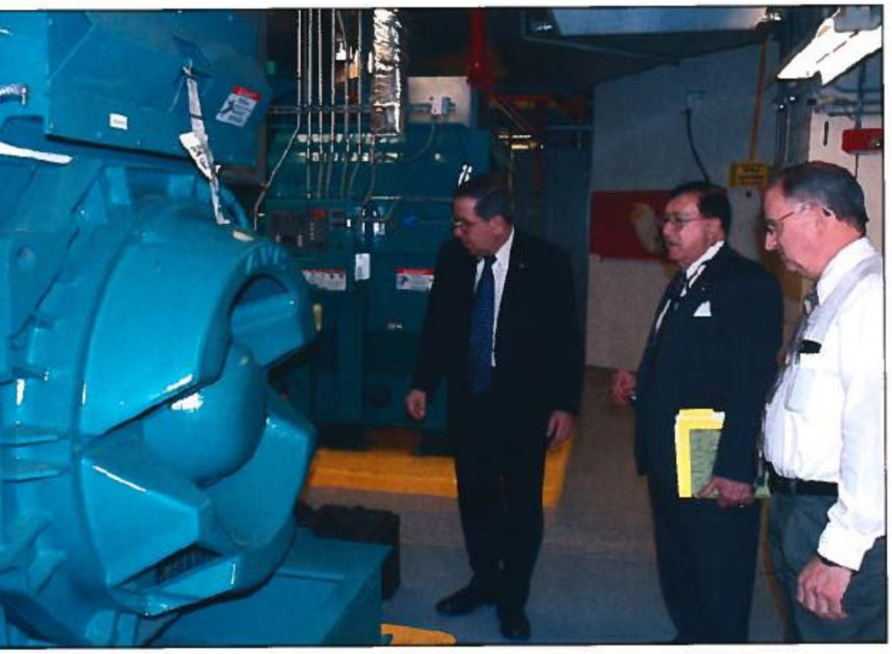
In the March/April Communiqué, the U.S. European Command text box on Page 31 incorrectly states that the director of intelligence, BG Robert A. Carr, is a colonel. Carr was promoted from colonel to brigadier general in January.

Article Submission Deadlines

July/August 2008 issue — **June 13, 2008**
Year in the Life Special — **Aug. 8, 2008**

Amateurs Talk Tactics, Professionals Talk LOGISTICS

By Paul S. Cianciolo, CP



Luis Ayala, DAL-1 chief; Nick Vamvakias, DAL staff officer and Logistics Engineering Command Center project manager; and Frank Vito, DAL-1C facility manager, examine the DIAC's emergency backup generators.

Hundreds of people work every day behind the scenes to keep the agency operational. Official and diplomatic passports are issued. Cargo is moved throughout the world. Weapons training is conducted. New office space is planned. Renovation projects are managed. And power and utilities are constantly monitored to ensure employees can work without worry.

Headed by John Davis, DIA's Office for Engineering and Logistics Services (DAL), in the Directorate for Mission Services (DA), provides timely, professional and quality engineering and logistics services throughout the world. The office manages two divisions and a support cell of more than 100 agency employees and 350 contractors.

"The breadth and depth of the people that work in DAL is incredible," explained COL Robert Varela, DAL deputy chief. "We have architects, engineers, nurses and travel agents — just to name a few."

To accomplish such diverse missions, DAL is split into three main functions: infrastructure, logistics and support to the Office of the Director of National Intelligence (ODNI).

Maintaining the Infrastructure

The Facilities Engineering Division (DAL-1) takes a proactive, preventative maintenance approach to ensure that all DIA employees have a safe place to work wherever they are in the world.

The 25-year-old DIAC building was originally designed for 2,000 employees, but now it's host to more than 5,000. With very significant space shortfalls throughout the agency, DAL-1 diligently provides expert space planning and management. The division is also responsible for the design and construction of the new $58.5 million DIA facility being built in Charlottesville, Va. It is scheduled to open during the summer of 2010. See Page 18 for more details.

DAL-1 manages an average of 125 projects at any given time. They can range from construction projects, repair work, safety compliance, interior design, utility outages, or roads and grounds maintenance. An important task currently underway is the design of a new

light-rail station in partnership with Bolling Air Force Base. The station will allow employees mass transportation access to the DIAC from the Anacostia Metro Station. It is planned for the corner of Brookley Avenue and DIA Access Road and should be completed in 2010.

Being proactive also means planning for emergencies. DAL-1 maintains the fire and emergency management control systems, ensures for uninterruptible power supplies, provides a medical clinic at the DIAC and protects the work force from a chemical or biological attack.

"If the city lost power for two weeks, we would be fine," said Luis Ayala, DAL-1 chief. "We have also installed filters in the HVAC systems to protect against chemical and biological agents. The work force will be safe if they stay inside the building."

Supplying the Tools

Issuing passports, providing official vehicles, accounting for property, preparing personnel for deployment and moving cargo around the world is not a simple task — especially in the middle of two conflicts. This is what the Logistics Division (DAL-2) does every day.

DAL-2 maintains a fleet of more than 30 passenger vehicles, including some deployed to overseas locations. They also manage the shuttle bus services to the DIAC parking lots, DIA offices and Anacostia Metro. And their travel office provides the work force with temporary duty arrangements, travel ticketing, and official and diplomatic passport services.

"Our missions grew considerably after the start of the war," said Patrick Protacio, acting DAL-2 chief. "We use to be mainly focused on the National Capital Region, but now we are worldwide."

The DIA Logistics Operations Center (DLOC), located in Landover, Md., is the central hub for all equipment and supplies used and stored by the agency.

OUT-BOUND CARGO
IN-BOUND CARGO

From top: Head nurse Michelle Humphrey prepares to draw blood from Virginia Cochran, DAL staff officer, during a medical exam at the deployment center.

Cargo movements are tracked at the deployment center.

Virginia Cochran, DAL staff officer, is tested for the proper fit of her gas mask at the deployment center.

Daria Nelson, DAL-2B travel office chief, inspects passports awaiting issue to employees.

Photos by Paul S. Cianciolo, CP

Photo by Paul S. Cianciolo, CP

Luis Ayala, DAL-1 chief; John Davis, DAL chief; COL Robert Varela, DAL deputy chief; Patrick Protacio, acting DAL-2 chief; and Edward Cartwright, DAL DNI Support Cell chief, review plans for Rivanna Station in Charlottesville, Va.

Classified and unclassified cargo moves somewhere in the world every week. Over recent months, DAL-2 successfully streamlined processes at the DLOC to track and deliver materials moving through the warehouse to customers.

"Our sister agencies come to us because of our expertise in booking flights of cargo," stated Varela. "We're the envy of the [intelligence community]."

The DLOC is also home to the agency's deployment center. All personnel are processed through the center prior to and after returning from overseas. With $7.5 million in assets, the central issuing facility can outfit anyone with the uniforms and equipment they need to deploy — from military, to civilian, to contractor personnel. They have everything a military deployment center has plus much more. The deployment center also conducts complete medical exams, and the armory maintains simulated and live-fire training. Read more about DAL's role in preparing employees to deploy in the upcoming deployment issue of the Communiqué.

Two lesser-known functions of DAL-2 include property accountability and contingency planning coordination. During the last year, DAL-2 improved procedures and records in preparation for the agency's audit. Logistics planners also coordinate on support agreements with other organizations around the world — such as the one DIA has with Bolling Air Force Base, which provides services ranging from security and fire protection, utilities, and morale, welfare and recreation services.

Supporting the DNI

In 2005 DIA offered space in the newly constructed DIAC Expansion to the new cabinet-level ODNI. Since then DAL's ODNI Support Cell, headed by Edward Cartwright, coordinates DIA services to the more than 700 ODNI personnel occupying the top two floors of the DIAC Expansion building. DAL often coordinates with security escorts, caterers and a host of other services when presidential advisers and foreign diplomats visit the DNI at the DIAC. The DNI Support Cell is also lending a helping hand for the ODNI's relocation effort to a new facility in the Tysons Corner area, which is planned for June 2008.

Whether it's paying the DIAC's monthly utility bill or preparing an employee to deploy to Iraq, DAL is providing the work force with a first-class environment for intelligence support to the warfighter.

Next for DCIPS: Converting to Pay Bands

By Melissa G. Daston, HC

The next significant change under the Defense Civilian Intelligence Personnel System (DCIPS), and one that is of most interest to everyone, is pay banding. The current General Schedule (GG-1 through 15) will be replaced with five large pay bands starting this fall.

These five broad bands are defined by work level — entry/developmental, full performance, senior or expert — and work category — technician/administrative, professional, or supervision/management. In September 2008 DIA civilians, excluding wage grade and executives, convert to these pay bands. The undersecretary of defense for intelligence has issued guidance applicable to the entire defense intelligence community on the conversion. Professional and supervisory employees in GG-13 steps one and two will convert to pay band three. Professional and supervisory employees in GG-13 steps three through 12 will convert to pay band four.

The conversion to pay bands is a two-step process. First, eligible employees receive a one-time, pro-rated within-grade increase (WGI). Or put more simply, the amount of time you have worked toward your next step increase is calculated

DCIPS Pay Bands

Examples of 2008 DCIPS Pay Bands Including Local Market Supplements (Locality pay)

BASE* Salary Ranges*	**WASHINGTON DC/ BALTIMORE**	**DAYTON**	**DENVER**	**HUNTSV'L**	**MIAMI**
PAY BAND 1 $17,046 - $44,458	$20,607 - $53,745	$19,647 - $51,242	$20,631 - $53,808	$19,472 - $50,784	$20,303 - $52,954
PAY BAND 2 $32,534 - $59,895	$39,330 - $72,407	$37,499 - $69,035	$39,376 - $72,491	$37,164 - $68,418	$38,751 - $71,341
PAY BAND 3 $48,148 - $93,793	$58,206 - $113,386	$55,495 - $108,106	$58,274 - $113,518	$54,999 - $107,140	$57,349 - $111,717
PAY BAND 4 $68,625 - $110,826	$82,961 - $133,978	$79,097 - $127,738	$83,057 - $134,133	$78,390 - $126,597	$81,739 - $132,005
PAY BAND 5 $95,390 - $130,370	$115,317 - $149,000	$109,947 - $149,000	$115,451 - $149,000	$108,964 - $148,922	$113,619 - $149,000

** Base Salary Ranges do not include the Local Market Supplement (Locality pay) or other additions to salary such as Cost of Living Allowances (COLA).

DCIPS does not affect any allowances or premiums such as COLA, Post Differential, or FLPP.

and your current salary is increased by the portion of the next step increase you have earned. This is an auto-calculated, pro-rated amount known as the "WGI buy-in." You're not eligible for the WGI buy-in at conversion if you're on a performance improvement plan (PIP) or if you're already a step 10. Next, you'll be converted to a pay band based on your current work category and work level. You'll receive an official notification from eZHR for each of these actions.

Example: Conversion to Pay Band

John Williams is a non-supervisory analyst, GG-11 step two, scheduled to convert to pay banding on Sept. 14, 2008. His last within grade increase occurred on March 14, 2008, which means his next increase would have been due on March 14, 2009.

On Sept. 14, John has earned exactly 50 percent (six of 12 months) of his next WGI or step increase. His base salary will be increased by the pro-rated WGI buy-in, and he will be converted to a pay band at his new salary.

Room to Grow

In January 2009 pay increases will continue consistent with previous years' pay raises. In 2010 automatic step increases and cost of living increases will no longer exist. Pay raises as well as bonuses will be determined by your performance as described in the annual appraisal and reviewed by a board or panel. This should not be interpreted as eliminating annual raises. In fact, there will be annual pay increases for the vast majority of DIA's employees — but they will be based on documented performance. To move from one pay band to another, you can apply for an empty billet in a higher band, just as you apply for a higher-grade position now.

DCIPS provides the opportunity to be recognized and appropriately rewarded for your hard work and contributions toward the agency's mission. For more information, contact the DCIPS Implementation Team at (202) 231-1763 or visit the Directorate for Human Capital (HC) Web site.

DCIPS Pay Bands by Work Category and Work Level[1]

	Work Category TECHNICIAN/ SUPPORT	Work Category PROFESSIONAL	Work Category SUPERVISION/MGMT
PAY BAND 1 **GG 1/1 — 7/12**	***Entry/Developmental Level*** **$17,046 - $44,458[2]**		
PAY BAND 2 **GG 7/1 — 10/12**	***Full Performance Level*** **$32,534 - $59,895**	***Entry/Developmental Level*** **$32,534 - $59,895[2]**	
PAY BAND 3 **GG 11/1 —13/2**	***Senior Level*** **$48,148 - $93,793**	***Full Performance Level*** **$48,148 - $93,793[3]**	***Supervisor / Manager Level*** **$48,148 - $93,793[3]**
PAY BAND 4 **GG 13/3 — 14/12**		***Senior Level*** **$68,625 - $110,826[3]**	***Supervisor / Manager Level*** **$68,625 - $110,826**
PAY BAND 5 **GG 15/1 — 15/12**		***Expert Level*** **$95,390 - $130,370**	***Supervisor / Manager Level*** **$95,390 - $130,370**

[1] Work levels describe the complexity and scope of work.

[2] If you are a GG-7 in the technician/support work category, you convert to pay band 1. If you are a GG-7 in the professional work category, you convert to pay band 2.

[3] If you are a professional or supervisory employee in GG-13 steps 1 and 2, you will convert to pay band 3. If you are a professional or supervisory employee in GG-13 step 3-10, you will convert to pay band 4.

[4] Salary Ranges do not include the Local Market Supplement (Locality pay) or other additions to salary such as Cost of Living Allowances (COLA).

Post of the Month: U.S. Defense Attaché Office KIEV

By the Directorate for Human Intelligence, DH

Post Highlights:

Ukraine, while officially only 16 years old since its declaration of independence in 1991, is founded upon the 10th century civilization known as the Kievan Rus. Strong cultural links to this ancient and geographically large civilization can still be seen in the fierce nationalism permeating the country today. With cultural attractions and icons dating back more than 1,000 years, Ukraine amply provides exciting multicultural, living history lessons.

The capital, Kiev, has come into its own since independence, quickly becoming one of the most expensive and popular tourist cities in Europe. With more parks per capita than any other European city, Kiev's beauty is magnified by the many magnificent golden domes of Ukrainian Orthodox Cathedrals throughout the city. Soccer is the favorite sport of Ukraine, and preparations for hosting Euro 2012, the European soccer championship, are leading to a rapid expansion of tourism infrastructure across the country.

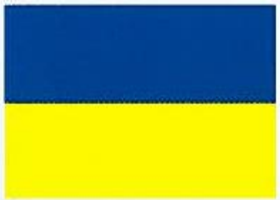
Host Country Highlights:

Ukraine is the largest country wholly in Europe and sits at a historically critical geo-political crossroads between Europe and Asia. Throughout its history the land has been fought over and through by the Mongol, Polish-Lithuanian, Ottoman, Austro-Hungarian and Russian Empires. The newly independent Ukraine has faced numerous challenges since declaring independence from the Soviet Union. The initial years of independence were marked by continued rampant corruption within the government. In the contentious 2004 presidential election, Kremlin-backed Viktor Yanokovich claimed victory, precipitating a peaceful mass protest, led by pro-Western opposition candidate Viktor Yushchenko and fellow Orange Party leader Yulia Tymoshenko. More than 1 million people gathered in downtown Kiev to protest the election and corruption within the Ukrainian government, a movement dubbed the "Orange Revolution." The Ukrainian Supreme Court eventually overturned the fraudulent elections and Yushchenko was declared president. Perhaps most importantly, the Orange Revolution delivered a free press to Ukraine. The government continues to make pro-Western inroads as evidenced by Ukraine's recent admittance to the World Trade Organization and its continued journey to join NATO and the European Union. However, Ukraine remains a

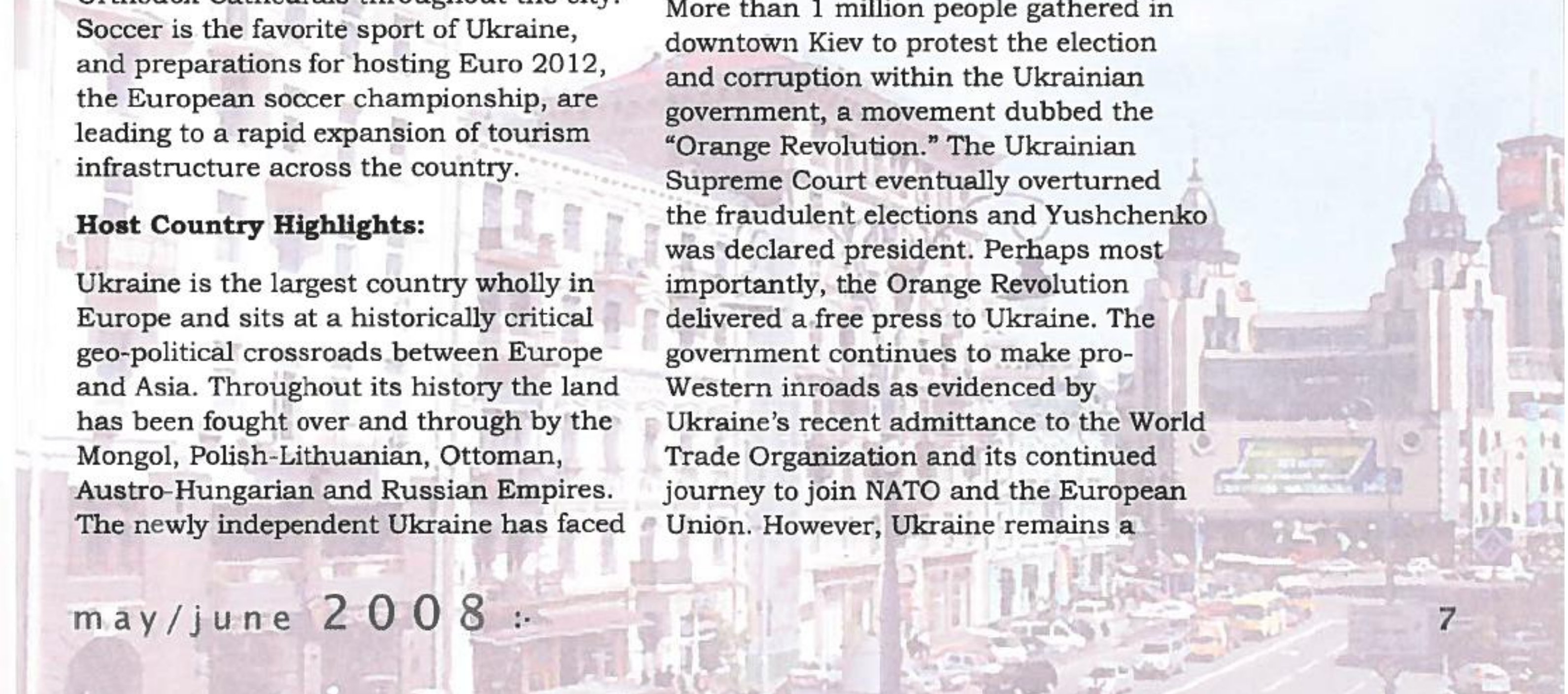
Location: Kiev, Ukraine

Population Size:
Kiev, 2.6 million
Ukraine, 46.2 million

Primary Language:
Ukrainian and Russian



Basic Greeting: Dobry Den (Good Day), Dobry Vechir (Good Evening), Dopobachenya (Goodbye)



politically divided state, fraught with international and domestic difficulties inherent in many newly independent nations.

Once known as the "Breadbasket of Europe," Ukraine continues to be agriculturally relevant. Slightly smaller than Texas, the terrain is flat plains of fertile black soil known as the Steppe, which was responsible for one-fourth of all Soviet agricultural output. The Carpathian Mountains in the southwest are gaining popularity as a winter resort destination, while others head to the more traditional vacation spots of Odessa and the Crimean beaches of the Black Sea during the summer months.

Operational Highlights:

"Full speed, full time" is the motto that best describes life in Kiev. With six attachés and five support staff members, the U.S. Defense Attaché Office (USDAO) in Kiev is one of the larger posts in the U.S. Defense Attaché System, and undeniably one of the busiest. USDAO Kiev facilitates a number of military exercises related to NATO's Partnership for Peace Program. Ukraine is currently transitioning from a conscript to a volunteer military, with the USDAO leading the way as a conduit for transitional assistance from the U.S. Department of Defense and partner NATO countries.

BELARUS
POLAND
RUSSIA
Chernihiv
Rivno
Chornobyl'
Sumy
Zhytomyr
KIEV
Kharkiv
Ternopol'
Khmel'nyts'kyy
Cherkasy
Poltava
AKIA
Ivano-Frankivs'k
Vinnytsya
Kremenchuk
Uzhhorod
GARY
Chernivtsi
Kirovohrad
Dnipropetrovs'k
Donets'k
Pervomays'k
Nikopol'
ROMANIA
MOLDOVA
Mykolayiv
Kherson
Berdyans'k
Odesa
Sea of Azov
Izmayil
CRIMEAN PENINSULA
Kerch
Yevpatoriya
Simferopol'
RUSSIA
Feodosiya
Sevastopol'
Yalta
BULGARIA
Black Sea

USDAO Kiev staff and their family members gather in front of Marine One on March 29 during President George W. Bush's state visit to Ukraine.

USDAO Kiev official photo

USDAO Kiev hosted the secretary of defense and the commander of U.S. Naval Forces Europe and Allied Joint Forces Command for the Southeastern Europe Defense Ministerial in October. Within the last two years, the USDAO coordinated the visits of several senior military officials and supported visits from President George W. Bush and the secretary of state.

USDAO Kiev also oversees administration of the George C. Marshall Center's (GCMC's) partnership programs for Ukrainian defense and state officials. Ukraine has the most Marshall Center graduates of all former Eastern Bloc and former Soviet Union states. GCMC and Ukraine are currently expanding their partnership programs within Ukraine, the latest of which is the beginning of a NATO awareness program, which will take GCMC representatives out of Kiev to the far reaches of the Ukrainian landscape.

The core of the USDAO Kiev mission is the network of relationships forged between U.S. military attachés and host-nation defense officials across the country. The attachés regularly take to the road to see and experience parts of the country not often seen by foreigners. Ukraine is changing at a rapid pace, moving farther away from its Soviet legacy and closer to Europe, and presents an exciting transformation to witness firsthand.

A Milestone for GEMSTONE

By Constance A. Rush, HC

In January the Directorate for Human Capital Center for Leadership and Professional Development (HC/HCL-2) completed the pilot phase of the GEMSTONE leadership development program.

First launched in May 2006, the GEMSTONE program was developed based on DIA and Office of the Director of National Intelligence leadership competency models. All participants had an opportunity to study, practice and successfully demonstrate leadership competencies through numerous activities.

Tier 1 participants — non-supervisors — engaged in two exercises, Pawn's Perspective and Promises, Promises, which brought issues of communication and collaboration into focus. Tier 2 participants — new supervisors — designed competency-focused projects for their own work areas. Tiers 3 and 4 — experienced supervisors and supervisors of supervisors — engaged in two simulations, Power in the Middle and Why There Are No Top Teams, demonstrating the effect of organizational systems on individual and team achievement. All four tiers completed required coursework, engaged in reflection and participated in individual, group or agency-wide projects.

GEMSTONE participants remarked on the power of learning from peers and the establishment of lasting bonds. Tier 2 members even established an alumni group for all graduates to ensure the ties created during the program continue.

CONGRATULATIONS
MICHELE!!!!

Photo by Esther Marte, HC

Photo submitted by HC

According to participant Susan Sternad-Basel, Office of the Chief Financial Executive (FE), her group "developed tremendous relationships steeped in trust and synergy through the GEMSTONE program, and it would be great if we can continue this momentum while engaging our own mentees and colleagues. We hope to leave an extraordinarily large, positive [impression] on the organizations and people we will lead and serve."

Top: June 2007 GEMSTONE Tier 1 graduates.

Bottom: December 2007 GEMSTONE Tier 3 students and tier coordinator, LaCresia Hayes, and tier manager, Mark Campo.

Photo by Esther Marte, HC

December 2007 GEMSTONE Tier 2 graduates joined by tier manager Sally Murray, tier coordinator Amanda Dionne, and HC leaders John Allison, Ellen Ardrey and Matt Peters.

While GEMSTONE offered valuable techniques and experiences, its core focus was about people — those who participated in the program and those in the work force who will be served by this new cadre of leaders. As participant April Gregory-MacDicken, Directorate for Analysis (DI), remarked, "No matter how serious the crisis, progress was not made until I made time for people."

Now that the pilot phase of GEMSTONE has concluded, HCL-2 has refined the program based on customer feedback and mission requirements. The new SearchLight program is oriented to non-supervisory employees grades 12 and below; FrontLine is a mandatory two-week course for new supervisors; Cornerstone serves GG13-15s, both supervisory and non-supervisory; and the new GEMSTONE targets GG14-15s.

For more information on these leadership development programs, contact the following program managers:

- **SearchLight:** Amanda Dionne, (202) 231-6224
- **FrontLine:** Christopher Barry, (202) 231-4484
- **Cornerstone:** Mark Campo, (202) 231-5550
- **GEMSTONE:** Patrick Dowden, (202) 231-4357

BIG HOSTS ROUNDTABLE Discussion with Command Element

By Larraine Lyles, FE

Members of the DIA chapter of Blacks in Government (BIG) recently held their annual roundtable with LTG Michael Maples, director of DIA, Letitia "Tish" Long, DIA deputy director, and other senior executive leaders of the agency to discuss issues that impact African-Americans and other minorities in the DIA work force. This meeting has been held annually since 1989.

One topic covered was the Defense Civilian Intelligence Personnel System (DCIPS), including how DCIPS applies to the civilian work force and the impact it will have, which band GG-13s are falling

in, and what position the agency will take regarding the "glass ceiling" effect. Other discussions included the lack of minorities being promoted to GG-12 and above and training opportunities for mid-level employees seeking cross-training for executive and senior leadership positions.

Photo by Avis P. Frazier, DA

Members of DIA's Blacks in Government recently had their annual roundtable with agency senior leaders to discuss issues that impact African-Americans and other minorities in the DIA work force.

Larraine Lyles, BIG chapter president, spoke about BIG's Aug. 11-15 National Training Conference in New Orleans. The theme for this year's conference is "Rising Above the Storm: Navigating New Challenges with High Professional Competency and Dedication to Public Service." The national organization will provide a "big" impact on New Orleans by supporting the economic base, partnering with the Environmental Protection Agency to plant trees throughout the city and providing backpacks and school supplies to local schools. Maples agreed to extend DIA's partnership in education by donating some of the school supplies collected from the agency's annual back-to-school drive to elementary schools in New Orleans.

Membership in BIG is open to everyone, regardless of race, religion, military affiliation or gender. BIG is nationally known in the state, federal and local agencies to promote equity in all aspects of American life, excellence in public service and opportunity for all Americans. BIG offers personal and professional benefits like training, growth and development, counseling and representation, community service, networking, job opportunities, and awards programs. If you are interested in joining DIA's chapter of BIG, please contact Lyles at (703) 907-0197.

A higher form of communication.

InterCOMM

View the latest edition on the DIA Internal Communications Web page.

Write YOURSELF in

'Loan' Your Personality to CFC

By Tim M. Rider, CS

DoD GOAL $13.2M
CFC

Photo by Jeff Brown, CFC

Loaned executive Tim Rider, aka Princess Fiona, gets the crowd going during a CFC luncheon.

This summer the Combined Federal Campaign (CFC) will once again be trolling the Department of Defense (DOD) for loaned executives (LEs).

In early August, 15 distinct personalities from various agencies and backgrounds will report to Crystal City, Va., and be asked to help raise $16 million for charities. Think of it as DOD's version of a reality show — except that Flavor Flav won't be handing out clocks, and Donald Trump won't be blasting someone in his board room.

For six months the LEs serve as liaisons between DOD and CFC. There are two weeks of intensive training to learn about the campaign and bond with fellow LEs. Some you will become friends with, some you will tolerate and others you will want to push in front of a DOD shuttle bus.

After training each LE is placed on a team and assigned a list of accounts, usually consisting of about seven agencies. Each account has a CFC campaign manager and a vice chair — a senior executive within the agency — and the LE works very closely with both throughout the campaign.

An LE is expected to perform a wide range of duties — from speaking at a kick-off event, to organizing a charity fair, to delivering supplies. Not a typical day at the DIAC. Nonetheless the experience is very unique and extremely rewarding, both professionally and personally.

"The CFC loaned executive program is designed to provide individuals a developmental opportunity to introduce or enhance senior executive service skills training," said Lou Torchia, director of WHS's Voluntary Campaign Management Office. "Leadership, public speaking, collaboration and business acumen are all part of the program."

The most important thing a loaned executive does is train the campaign foot soldiers, aka the CFC keyworkers. Armed with freebies from various CFC charities, an LE will conduct about 30 one-hour training sessions for approximately 500 key workers.

Once the keyworker training is complete, the LE helps campaign managers organize various CFC fundraising events, including kick-offs, charity fairs and mid-campaign rallies. This is where the fun begins.

At one memorable National Geospatial-Intelligence Agency (NGA) fundraiser, where I grilled

See LE on Page 14

for This Campaign

Wanted: A Leader Like You

By Gwen A. Estep, DS

The annual call for a campaign manager (CM) for the DIA Combined Federal Campaign (CFC) is on the horizon, which means you will soon have the chance to volunteer for an awesome leadership opportunity. Don't sweat the goose bumps and shivering you are now experiencing, they are just indicators that the CFC CM job is exactly what you've been looking for. If you know that you have strong leadership and organizational skills, and love working with people, then read on because the CM job may be for you.

As the agency CM, your duties and responsibilities will include providing the CFC chair and vice chair with regular updates on the overall campaign plan, fundraising activities and donations, the kick-off event, the care fair, and the end-of-campaign awards ceremony.

Being CM is a great opportunity to work with the DIA leadership. Your efforts will have the full backing of the DIA CFC chair and vice chair, as well your home directorate. You'll also have support from CFC coordinators and key workers across the agency, and you will be able to build a select team to assist you throughout the campaign. Washington Headquarters Service (WHS) will provide you with a loaned executive (LE) to work with you, and you'll have the services of the Voluntary Campaign Management Office (VCMO) staff at your disposal.

Photo by Jera Stubblefield

LTG Maples, DIA director, and Phil Roberts, chief of staff, fill out their 2007 CFC pledge cards while Gwen Estep, DIA CFC campaign manager, and James Harris, CFC vice chair, look on.

Your campaign team will be resourced from across the agency. You will recruit team members for deputy CM, marketing and communications, finance, and logistics to be with you every step of the way during the six-month campaign. Their skills, creativity and positive energy will help drive the campaign objectives.

The directorate coordinators and key workers will be the foot soldiers of CFC — they are dedicated, creative and tireless. Their responsibilities include ensuring the proper accountability of all donations and brainstorming and implementing creative fundraising ideas. Some examples from last year were the cutest dog and cat contest, DIA Idol, the annual golf tournament and the chili cook off.

See Leader on Page 14

LE contitued from Page 12

more than 500 turkey dogs, a young imagery analyst got very excited when she heard that Screech, the Washington Nationals mascot, was going to attend. She was despondent upon arriving — she thought we meant Screech from "Saved by the Bell."

During a national CFC luncheon at the National Press Club, I dressed up as Princess Fiona from "Shrek" for the crowd of 500. I definitely freaked out two guys in the bathroom who stumbled in as Dr. Akbar Khan, the LE from the Defense Threat Reduction Agency, was helping me with my bra. Certainly not standard operating procedure at DIA.

While working for CFC, I established numerous friendships across DOD. The Uniformed Services University of Health Sciences, comprised primarily of medical students and located at the National Naval Medical Center in Bethesda, Md., was the most interesting account. I was also lucky enough to work with the Office of the Secretary of Defense and NGA. Unfortunately none of my accounts had a gravel parking lot.

This summer the search for the next group of DOD LEs will begin again — DOD's version of "American Idol" — without Paula, Simon and Randy. Are you up for the challenge?

Leader contitued from Page 13

Your LE will train the directorate coordinators and key workers and be there to answer any questions that may arise. The LE will also help you with your events and keep you in step with larger Department of Defense and National Capital Area activities. See Tim Rider's article at left for more on the life of an LE. The VCMO/WHS staff in Crystal City will provide assistance and training for your team on the reporting system, the CFC Web site, the campaign materials, and official guidance and regulatory information.

If you enjoy having fun; you are great with people; you are success oriented — then you know you are the perfect candidate for this great leadership opportunity. I encourage you to volunteer for the DIA 2008 CFC CM position, we need leaders like you.

Snapshots from DIA's 2007 Combined Federal Campaign.

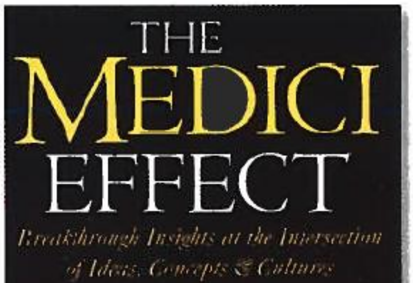
Diversity of Ideas:

Where INNOVATION Comes From

By Adrian "Zeke" Wolfberg, CS

Frans Johansson's "The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures" has been translated into 13 languages and was picked as one of the 10 best business books in 2004 by Amazon.com. But this book is not really about business. It's about understanding innovation from a psychological view, exploring what has to go on inside your head in order for innovation to happen. For the intelligence community, the topics of innovation and creativity are very relevant. The challenge, however, is being able to answer the question "how do I become innovative?" This question is exactly what Johansson answers. So if you want to become innovative, read this book.

The title of the book comes from the Medici banking family in Renaissance Italy who were known for their entrepreneurship and creativity. The Medici Effect is what happens inside your head when different kinds of ideas, behaviors and concepts are combined to form new and useful ideas. For example, an architect was asked to design an office building in Zimbabwe without air conditioning. He studied how African termites cooled their mounds and applied their methods to his design. As a result, the building maintains a constant temperature of 73 to 77 degrees without air conditioning and consumes less energy than other similar buildings. His innovation also launched a new field of architectural design, one that copies the processes of nature.


THE
MEDICI
EFFECT
Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures
FRANS JOHANSSON

Book Review

Title: The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures

Author: Frans Johansson

Published in 2004 by the Harvard Business School Press

Johansson is a Harvard graduate and has served as a CEO and vice president in corporate America.

I was very surprised by this building design and termite story. Johansson says that's the kind of reaction we should have. Such responses are typical of what happens when different ideas intersect, forming new ideas that lead to action. In fact, he calls ideas such as the non-air-conditioned building an "intersectional idea," very different from a "directional idea," which comes from a known concept and remains within a known field.

Tough cross-boundary problems, whether operational, technical or analytical, can be solved by discovering new ways to find solutions. These new ways should include intersecting a diversity of possible ideas. But Johansson warns it's not easy. We create "associative" barriers that slow or prevent progress toward intersectional ideas. We make assumptions about the first set of data we are exposed to and let those assumptions influence how we interpret the succeeding set of data, rather than assess subsequent data on their own merits. However, these barriers also help us complete the task — but in the process limit creativity.

Johansson proposes ways to overcome these barriers. First, expose yourself to different cultures. This could mean living in a foreign country or a different part of the city but could also mean moving to a different part of our organization. Second, learn as many things as possible without getting stuck in a particular way of thinking. Third, shake your mind free from preconceived notions by reversing assumptions. Then follow through the logic of the argument with an opposite assumption and see where you land. This suggestion is just as valid for a human resource specialist as an analyst. Finally, force yourself to view a project from different perspectives. This suggestion is not intended to allow you to come up with specific ideas, but rather to shake your mind up a bit.

Other ways of breaking down barriers revolve around diversity, and not just gender and racial diversity. What Johansson is talking about is diversity of individual occupations, personalities and attitudes of individuals.

Johansson says that being in the "zone" of intersectional ideas is risky. It is unknown territory because ideas have not been combined yet and outcomes are undefined. We cannot easily apply our past knowledge and experience to something that does not exist yet in final form. As a result, the perceived stakes are much higher in the zone. He says the risks people fear most are the impacts on their ego if they fail. But Johansson says experiencing failure is how we learn and that as long as we do learn from it, failure is a necessary tool for coming up with innovative ideas.

"The Medici Effect" is an easy read, and I highly recommend it because it provides practical advice on how to think differently.

The Knowledge Lab purchased 30 copies of "The Medici Effect" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

NDIC Hosts International Intelligence FELLOWS

By Megan B. Charlton, MC

The Center for International Engagement at the National Defense Intelligence College (NDIC) hosted the sixth annual International Intelligence Fellows Program Feb. 29 – March 14 at the DIAC. For the first time the fellows program focused on an issue, rather than a region, exploring the theme "Perspectives on Multinational Intelligence Cooperation for Peace Operations." With senior officers from around the world representing Botswana,

Bosnia-Herzegovina, Canada, Chile, Colombia, Estonia, Germany, Ghana, Hungary, India, Malaysia, Pakistan, Senegal, Switzerland and the United States, the two-week program was a unique experience of open sharing about intelligence challenges each country faced and how the international community can better work together to support peace operations.

Letitia "Tish" Long, deputy director of DIA, welcomed the fellows and formally opened the program. Speakers represented a wide range of areas related to peace operations, including Ambassador Jacques Paul Klein, retired undersecretary general of the U.N.; Commodore Albert Addison, from the Kofi Anan International Peace Training Centre in Ghana; Ambassador Richard Kauzlarich, national intelligence officer for Europe; and Major General Eduardo Aldunate, former deputy commander, U.N. Mission Stabilization to Haiti. Issues discussed included ethics of intelligence in peace operations, the role of religion in conflict, U.N. peace operations and the role of intelligence, and private contractors supporting peace and stability operations.

The attendees also received DIA command and Directorate for Intelligence (J2) briefs, toured the Pentagon, and visited the State Department's Bureau of Intelligence and Research and the Office for Reconstruction and Stabilization. The fellows were very interested in learning about the work of the State Department's provincial reconstruction teams (PRTs) in Afghanistan and how PRTs use intelligence.

A farewell dinner at the Fort McNair Officer's Club, hosted by NDIC president Denis Clift, was one of the highlights of the program. Remarks by Clift and music by the Marine Corps string quartet were enjoyed by all. A graduation ceremony and reception at the Bolling Air Force Base Officer's Club was attended by the fellows and their spouses, sponsors and the defense attachés from their countries.

In addition to the high quality of speakers that participated in the program, the fellows noted that the personal relationships that developed between attendees were very rewarding and an important step forward for international intelligence cooperation in support of peacekeeping. In particular, the fellows from India and Pakistan appreciated the opportunity to work together and become friends while respecting each other's differences and perspectives — an opportunity they would not have had in their home countries.

Photo by Murray C. Milton, CS

Deputy Director Tish Long takes questions during the opening session of the 2008 International Intelligence Fellows Program.

Photo by Larry S. Hiponia, MC

International intelligence fellows from Bosnia-Herzegovina, India, Hungary and Pakistan discuss intelligence support to peace operations.

One Step CLOSER FOR BRAC

Contract awarded for Charlottesville facility

By Greg M. Lowe, DA, and LTC Scott R. Larson, HC

On April 1 DIA met a major milestone in complying with Base Realignment and Closure (BRAC) 2005 recommendation 167 with the award of a contract for the Joint-Use Intelligence Analysis Facility (JUIAF) at Rivanna Station, Va. The $58.5 million contract was awarded to Archer Western Contractors of Chicago by the U.S. Army Corps of Engineers, Norfolk District, as the military construction agent.

Rendering by Archer Western

This picture is a proposed conceptual design from Archer Western for the new facility at Rivanna Station.

The 170,000-plus gross-square-foot building, comprised almost entirely of SCIFs, will house DIA and National Ground Intelligence Center (NGIC) analytic and scientific and technical offices, as well as a smaller number of embedded analysts from the National Geospatial-Intelligence Agency. The JUIAF will provide work space for 1,000 people, an automated data processing center, a reconfigurable 200-person conference capability, a cafeteria and parking for 625 vehicles.

Archer Western has two years to design and construct the building, with an initial design phase of six months and an estimated construction start date in late September or early October. Construction completion is anticipated for late March 2010, with an additional six months for furnishing and other details before full occupation. The Department of Defense, including DIA, has until Sept. 15, 2011, to complete the implementation of all BRAC 2005 actions.

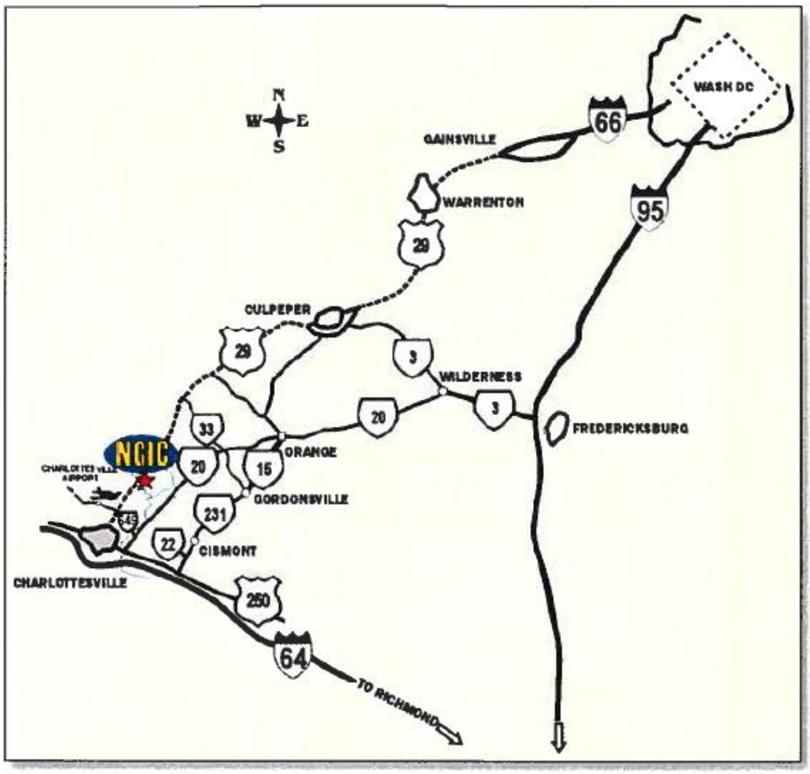
The director of DIA, LTG Michael Maples, has confirmed that the Directorate for Analysis Military Forces Analysis Office (DI/MFA) and select offices within the Directorate for MASINT and Technical Collection (DT) will relocate to the JUIAF. The Directorate for Human Capital Office of Human Resources (HC/HCH) is fully engaged in preparing the identified military and civilian personnel for the move. Each BRAC situation is unique, but one feature is the same: the impact it has on the employees, their families and the surrounding community. LTC Scott Larson, HCH, is leading the human resources (HR) BRAC effort, along with a team of subject matter experts who are ready to assist with any HR-related questions.

DIA's senior leadership has carefully considered and balanced the benefits and incentives for employees and their families affected by BRAC. Those who elect to transfer to Rivanna Station will be entitled to permanent change of station orders, which includes the shipment and

storage of household goods; real estate sale and/or purchase and/or unexpired lease costs re-imbursement; en route travel; miscellaneous expense allowance; and relocation income tax allowance. In addition, DIA leadership has approved a house hunting trip, temporary quarters subsistence allowance and a relocation incentive for DIA civilian employees.

One of the most important elements of any operation is timely and effective communication. In order to keep the DIA work force informed about BRAC, the HR BRAC team is conducting a series of townhalls, surveys and in the coming weeks a Community Day hosted in conjunction with the Office for Public Affairs (CP-P). The Community Day will educate personnel and their families about the numerous amenities available in the region, and representatives from the Charlottesville area will be on hand to provide information and answer questions.

HCH has also created a BRAC Web site on JWICS that contains additional information regarding entitlements, salary comparisons, frequently asked questions and more. Bookmark *http://hc.dia.ic.gov/homepage/hc/HR/civi/brac/brac.html* and visit it often for the most current BRAC details. You are also encouarged to visit *http://www.dia_cho-brac.org* for valuable information about the Charlottesville area.



Map courtesy of Archer Western

Rivanna Station is located north of Charlottesville, Va., in Albemarle County — about 115 miles south of Arlington. The 76-acre site is home to NGIC and the future DIA JUIAF.

Collaboration on SIPRNet JUST GOT EASIER

By Tiffeney I. Johnson, DS

In the intelligence community, it's not uncommon for the actions of one Department of Defense (DOD) organization in a particular domain or area of operation to have a direct and almost immediate effect on the activities in a seemingly unrelated organization or geographic area. For that reason, the need for real-time collaboration with shared situational awareness has never been greater.

Every day more and more organizations are starting to use instant messaging (IM), chat rooms and Web conferencing as communications vehicles to help make critical decisions, share ideas, create innovative solutions and make connections with people all over the world. This real-time technology has helped to eliminate barriers of time and space that previously stood in the way of collaborative efforts.

The time has come to change the way we communicate. Whether it is land, water or time zones that stand in the way of collaborative communication, there is finally a solution that surpasses them all. The Defense Information Systems Agency (DISA) Net-centric Enterprise Services (NCES) provides computer-based collaboration tools that elevate communication to a whole new level.

DISA NCES collaboration will reduce the DoDIIS server footprint, decrease lifecycle costs and increase availability because it can be accessed from any SIPRNet in the world. DISA NCES collaboration also will provide uniformity across SIPR/NIPR networks.

Two collaborative tools, the IBM Sametime capability and Adobe Connect, will soon be made available to DOD. IBM Sametime will enable users to communicate through IM, low-bandwidth text chatting and Web conferencing. The Adobe Connect capability will allow users to communicate via Jabber, comparable to IM.

The IBM Sametime capability will be available in early summer to the Northeast Regional Service Center on SIPRNet through DTW. The goal is to provide this collaborative capability to all DIA customers on DoDIIS-managed SIPRNet systems. It is important to note that even though deployments will occur in various intervals, the overall objective is to provide this capability to all DIA customers. When complete, it will replace the use of InfoWorkSpace (IWS) on SIPRNet. Also currently in the works is a deployment strategy to replace IWS on JWICS and StoneGhost by fall 2008 with IBM Sametime.

NMEC and SOCOM: Collaboration through Exploitation

By Roy I. Apseloff, DH

The National Media Exploitation Center (NMEC) and U.S. Special Operations Command have been working together since August 2007 to support the command's RED BEARD program. This program is designed to exploit the global al-Qaida network's (AQN's) ideology by highlighting and exposing the truth about AQN through the members' own voices and actions. In addition, the vulnerabilities of the network, e.g., internal ideological strife, disagreements, hypocrisy, disillusionment, etc., can be discovered and understood, further developing the Department of Defense's (DOD's) counterterrorism planning efforts.

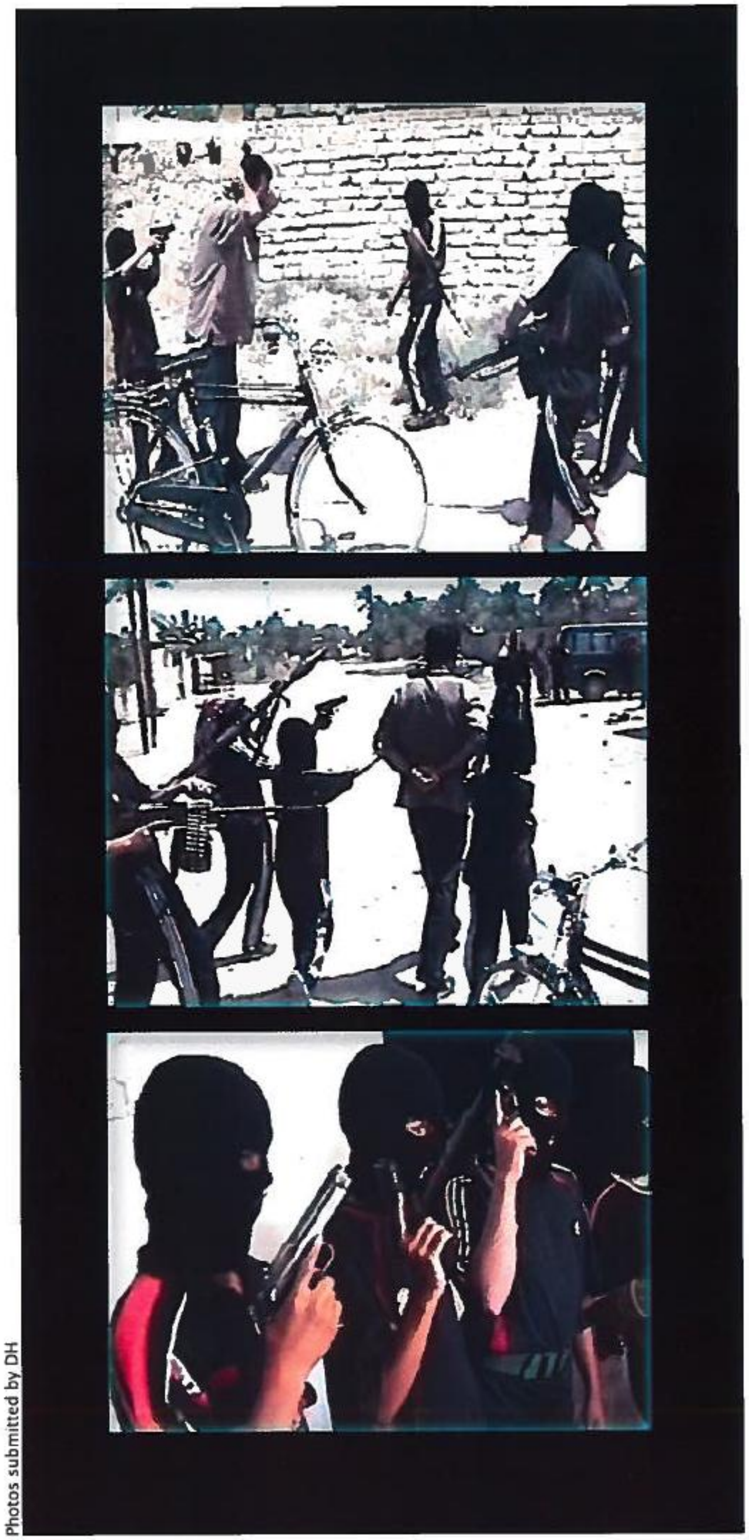
NMEC provides RED BEARD with translated captured material like documents and video footage, which may prove detrimental to AQN. RED BEARD, in turn, works with the U.S. Military Academy's Center for Combating Terrorism to analyze the documents and disseminate the information to the public. Since the beginning of the partnership, four studies have been presented to the public, one of which forced al-Qaida's

second in command, Ayman al-Zawahiri, to speak out against the analysis in order to deter any recruitment loss.

Additionally coalition forces captured video footage of children recruited by al-Qaida wearing masks and being trained on weapons, confiscation and house-raiding techniques. On Feb. 6 the effort culminated in a press conference exposing the truth behind AQN's use of children in its training camps. With exploited documents and videos as evidence, the U.S. military spokesman for the Multi-National Forces-Iraq and the Iraqi Ministry of Defense revealed to the world AQN's exploitation of children.

Exhibited were videos that depicted the children being trained in detaining, kidnapping and killing innocent Iraqi civilians. From Al-Jazeera to CNN, The New York Times to Agence France Presse, there was widespread media coverage that undoubtedly assisted in the overall objective to discredit and destroy AQN and support the Global War on Terror. While this is not related to RED BEARD, it is an example of the outstanding use of document and media exploitation (DOMEX) to support strategic communication efforts.

RED BEARD is but one instance of NMEC's efforts to bring to light the contemptible nature of our enemy. In another example, in December 2007 the Joint Document Exploitation Center-Iraq (JDEC-I) exploited an al-Qaida produced pamphlet, "Role of Women in Jihad," that extolled the virtues of women martyring themselves in furtherance of al-Qaida goals. The pamphlet, contained in a large collection of captured DOMEX, was translated by JDEC-I and became the subject of reporting. Initially classified because of other equities contained within the reporting, the DOD deputy assistant secretary for public diplomacy requested that NMEC review and DIA declassify the pamphlet and the translation for use in a press conference highlighting al-Qaida propaganda.



Photos submitted by DH

Video images of masked children recruited by al-Qaida were pulled from footage on a captured al-Qaida hard drive.

Former French President Jacques Chirac once said that "terrorism has become the systematic weapon of war that knows no borders or seldom has a face." Through projects exposing our enemies, NMEC is illuminating the face of terrorism and revealing the true nature of our adversaries.

Interview with the DEPUTY DIRECTOR for ANALYSIS

By Communiqué Staff, CP

Robert T. Cardillo is the deputy director for analysis, where he oversees the analytical effort of more than 2,500 intelligence professionals. He is also the designated General Defense Intelligence Program (GDIP) functional manager for analysis, leading the analytic community of DIA and the intelligence centers of the services and combatant commands.

The Communiqué staff spoke with Cardillo about Directorate for Analysis (DI) collaboration, analyst/collector integration and collaborative technologies such as A-Space and his own JWICS blog.

COMMUNIQUÉ: *Why is there an emphasis within the intelligence community (IC) on collaboration?*

MR. CARDILLO: My takeaway from both the 9/11 Commission Report and the WMD Commission Report was that the community had the potential for being much more informed about the threats of Sept. 11 and Iraq's weapons of mass destruction capabilities if we had been a more transparent, connected intelligence enterprise. It wasn't that people didn't want to collaborate — to me it was an issue of mindset. We had a culture of segregation, which came from the compartmentation/sources and methods mentality many of us grew up with.

So where do we go from here? First, I think we've correctly captured the lessons learned from Sept. 11 and the October 2002 National Intelligence Estimate. Second, I think the nature of the adversary has changed from that age that gave us the compartmentation/sources and methods/need-to-know mentality. Because the adversary is much more collaborative, agile and innovative, we have to be more adaptive and transparent than ever before.

I'm in my 25th year in the industry and can say that we have come a long way. I don't want to give the impression that I think the system is still broken. The trend that we're on, the advances that we've made and the walls that have been knocked down have made us a stronger, more relevant enterprise. I'd say we're somewhere midway — there's still work to do and mindsets to change.

COMMUNIQUÉ: *How is DI collaborating inside and outside of DIA, and what successes have come from it?*

MR. CARDILLO: Let me start at the individual level. I make an attempt to speak to all new analysts as they come into DI and go through their initial orientation. My message to them is that we're going to develop the skills you

bring to the job — education, experience, language, background — and we aim to make you an expert in your particular field. But then I quickly tell them that their ultimate contribution to DI, DIA and the IC is directly proportional to the depth and the breadth of the network they develop. Expertise is a strength, but how you connect that expertise around you is just as important. I use the phrase network like a shark — you can't ever stop. I'm trying to emphasize that it starts with you — don't wait for collaboration to happen.

The other mentality that we're trying to instill is the obligation to collaborate and the responsibility to share. There are going to be tough calls sometimes - does this person have a need to know, what will they do with the data? But when you're on the fence, I want you going over it. If it goes wrong — and it may at times — we're here to protect you.

These messages hold true for all our analysts, not just the new employees. I am working to make my leadership cadre and senior analysts aware of the techniques and methodologies we're teaching new employees so that everyone is on the same page when it comes to collaboration.

At the organizational level, I have tried to infuse a construct that encourages, recognizes and rewards cross-office behavior. The most recent vehicle for collaboration is strategic research plans that live and operate above the office structure. For example, I might task my senior analyst for Africa to put together a research plan for Africa. Even though she's in the Office of Latin America Europe/Eurasia Africa Analysis, she has to incorporate other DI information like military infrastructure, counterdrug and terrorism issues.

Another demonstration of collaboration is the Underground Facilities Analysis Center (UFAC), a national center that is housed in DI for the director of national intelligence (DNI). It's a living model of collaboration with the National Security Agency, the National Geospatial-Intelligence Agency, the Defense Threat Reduction Agency and DIA's Directorate for MASINT and Technical Collection (DT). I would say each of my offices have various instantiations of this kind of collaboration.

I participate at the executive level with the National Intelligence Analysis Production Board (NIAPB), which is chaired by Dr. Thomas Fingar, deputy director of national intelligence for analysis. The NIAPB brings together 16 representatives from the IC agencies to set strategies for collaboration. DIA is very active there, both in bringing ideas to the table and also taking on initiatives.

From the individual, to the DI organization, to the community, we try to emphasize collaboration at all times as a consistent effort.

COMMUNIQUÉ: *Tell us about your plans for enhancing analyst/collector integration?*

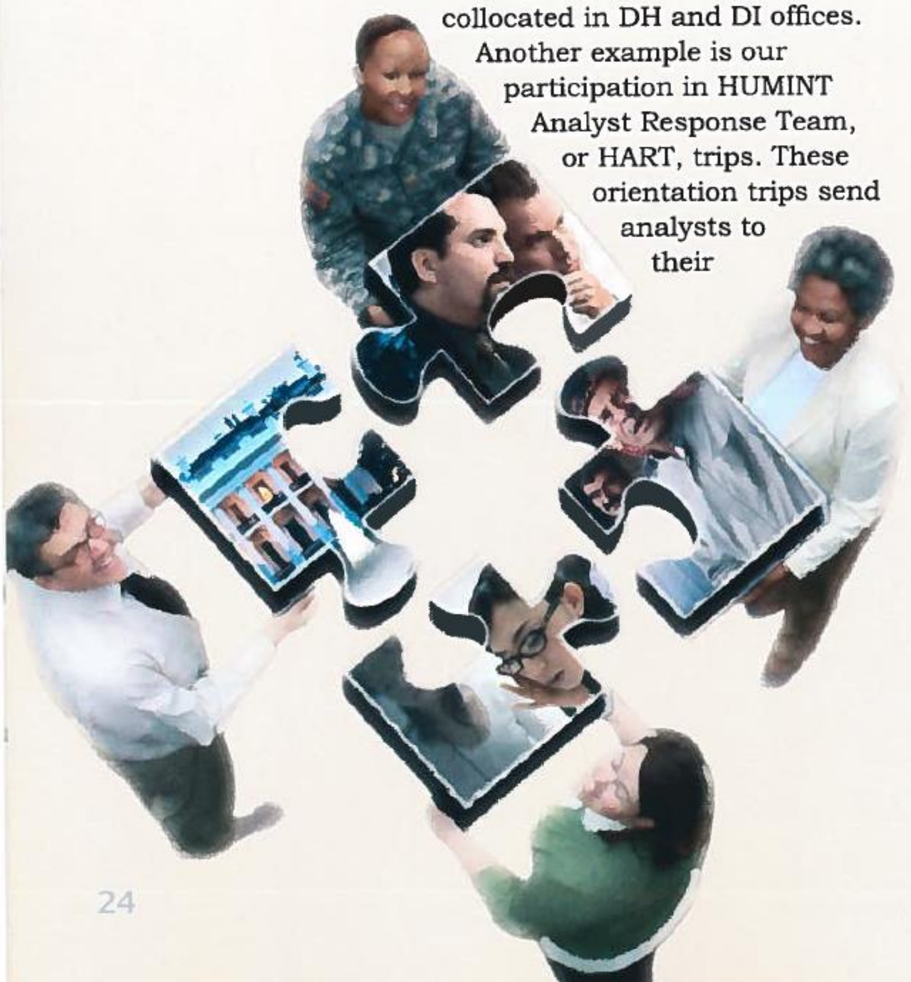
MR. CARDILLO: As I approach the two-year mark in my job, this is an area in which I've not made as much progress as I would have liked, and it remains high on my list of work to be done. That said, I recognize that when it works, analyst/collector integration is beneficial not only to the parties involved, but most importantly to the customer. So whether I have embedded Directorate for Human Intelligence (DH) officers within DI, or I have all-source analysts at operating bases or embassies, both benefit and our combined mission is improved.

In my career I've done both — I've been an analyst and a manager of collection activities — so I have a healthy perspective of the frustration on both sides. Analysts look at the collection enterprise and get confused or disappointed because they don't know how to make their requirements known.

On the other side, collectors get frustrated because they don't know the intelligence need or the priority of that need. What I would like to achieve is the transparency between those two worlds.

We have some excellent courses on introduction to collection, and there is an evaluation process in place — intelligence information report (IIR) evaluations — but they're not always used. The analyst that is well served by the collection enterprise is the analyst that is well educated on the collection enterprise. The collector that consistently achieves high scores in their IIR evaluations is one that has good insight into that analytic problem set, has an excellent network of the analysts that contribute to his or her area of responsibility doesn't accept a lack of evaluations as getting in the way. I tell my team that you can't sit and wait for analyst/collector collaboration to happen; you have to be part of the energy that's required.

That said, we do have many cases where this collaboration is already taking place and analysts and collectors are collocated in DH and DI offices. Another example is our participation in HUMINT Analyst Response Team, or HART, trips. These orientation trips send analysts to their region of responsibility, and they go to work for the attaché or local DH entity. The feedback from these trips is amazing — it's a great return on investment.



COMMUNIQUÉ: *What are the benefits of your recent reorganization as it relates to collaboration?*

MR. CARDILLO: I had two regional offices before the reorganization: the Regional Analysis Office (RAO) and the Joint Intelligence Analysis Office (JIA). These organizations were a reflection of a prioritization construct called Master, Measure, Monitor, or 3M. Master countries were covered by RAO; Measure or Monitor countries were covered by JIA. There was nothing inherently wrong with how we split up the world, but what I found to be a problem was the unnecessary seams that were created. For example, I had Syrian analysis in one office and Lebanon analysis in another office. The Lebanese/Syrian border is not an effective way to separate regional analysis — it creates a gap and reduces our ability to provide integrated, collaborative assessments.

In an attempt to reduce the number of seams, we went to the three regional offices: Asia-Pacific; Middle East-North Africa; and Latin America, Europe/Eurasia and Africa. Collaboration is an added bonus from the reorganization. It also facilitates collaboration with our IC counterparts because we now have a similar organizational construct.

COMMUNIQUÉ: *Can you elaborate on the changes to 3M?*

MR. CARDILLO: 3M was a prioritization construct that was part of the Defense Intelligence Analysis Program (DIAP), which is the vehicle that I use as the functional manager for analysis to ensure that analytic resources across the GDIP are properly aligned and that we've assigned missions and functions to the appropriate center, command or agency. The reason I recommended to the Military

Intelligence Board that we move to a stricter National Intelligence Priorities Framework (NIPF) was twofold. First was the organizational piece I discussed above — I didn't believe organizing around 3M was the right thing to do. Second, I felt like the mapping that we needed to do from the NIPF — which we all work under — down to the 3M lists could be done, but it took an extra step. And whenever you have to take an extra step, you run the risk of something falling through the cracks. I felt it was better for all of us in defense intelligence to more clearly align our effort to the NIPF. To that end, we are working with the Office of the Director of National Intelligence (ODNI) to build a Defense Intelligence Priorities Framework (DIPF), which will be a subset of the NIPF and a reflection of the Department of Defense's prioritization.

COMMUNIQUÉ: *How will the planned capabilities of A-Space help analysts do their jobs?*

MR. CARDILLO: I've spoken already about the importance of mindset. I am as interested in the mindset of A-Space as I am in the actual Web site. The vision of A-Space is to deliver the transparent and adaptive environment that we must have in this post-9/11 environment. On A-Space you can find people who are working your topic or have knowledge that you require. Once you find these people, your communication is facilitated through a number of tools from blogs to chatrooms to private exchanges. There is an emerging insights forum inside of A-Space where you can seed a topic with a certain idea or hypothesis and have it challenged or supported or both.

The hardest part to date for A-Space is populating it with data, especially human intelligence and originator controlled systems. The DNI has been quite supportive, though, of knocking down those barriers. A-Space should be a very safe environment for an analyst and give them access to all the data and experts that might have something to contribute to a particular topic.

It's been a tough road, but we're only about six months old. DI is the lead on the functional side and the Directorate for Information Management and Chief Information Officer (DS) is the lead on the technical side, with a lot of ODNI involvement in both aspects. The A-Space prototype is available on JWICS, with other domains to be added in the future. Besides an HCS/G clearance, the only tickets of admission are that you are registered in the Analytic Resources Catalog and that you have a PKI certificate. The more people that join, the more useful A-Space will be.

Tools, applications and databases are constantly being added to make the experience better. I'm sure there are some holes in A-Space right now, but I'm confident that we'll soon reach a collective tipping point. I'm quite optimistic that A-Space will be a key contributor to creating a collaborative environment.

> "When it works, analyst/collector integration is beneficial not only to the parties involved, but most importantly to the customer"

COMMUNIQUÉ: *You are one of the first deputy directors to have a blog. Has it been effective?*

MR. CARDILLO: I've been quite pleased with my blog. I wanted to start it for a few reasons. One, I was curious about blogs and wanted to try it out myself. Two, I wanted to set an example. My job is to create an environment that is aggressive and innovative, and I wanted to show my analysts that I'm willing to try new things, too. I also wanted information, so I use it to solicit input. For example, I had to make a speech at the A-Space roll out in Chicago, so I challenged my blogging community to help me write the speech — and I came

> "I'd ask my analysts to take a chance, take a risk. You'll be better for it and so will our profession and thus the customer."

away with some good information.

Probably the most popular question I posed was about information technology challenges. You could tell that was a hot-button topic. But the good news was that I invited DS into the discussion and my DS customer service rep was able to engage with individuals to work their problems or point them in the right direction.

I have not been as successful in strengthening my Web presence, but we in DI and our agency counterparts are working to make the Web a more relevant resource; I want to make our DI Sharepoint site the place to go for all work force and directorate information. I'd like to post more issues and papers and have edits made with more of a Wikipedia/Intellipedia approach. I like Intellipedia for collaboration and engagement, and I appreciate that at the end there is a review for quality, and a senior analyst has to put that rigor to it before we put on the DIA seal. For collaboration and the investigation and challenge of ideas, I think both Intellipedia and blogs are great tools.

COMMUNIQUÉ: *Anything else you would like to share?*

MR. CARDILLO: I know some people are on the fence about collaboration — is it really safe? What if I collaborate and somebody takes my idea and writes the article before we do. My message is that it's okay. It's probably going to happen, too.

Are you going to find people who don't want to collaborate? Sure, but one of my analysts had a good attitude toward that problem, which they posted on my blog: "I don't worry about people who don't share knowledge. They will be out of business soon enough. Those who don't share won't learn fast enough to keep up with the rest of us."

I'd ask my analysts to take a chance, take a risk. You'll be better for it and so will our profession and thus the customer

Editor's note: Read more from Mr. Cardillo in the May 27 issue of the InterComm.

BRANCHING OUT Into the Community

By Sarah E. Moseley, CP

Been thinking about your future career track? Do you see yourself holding a leadership position in DIA or some other part of the intelligence community (IC)? Do you want to improve your chances of being promoted to the senior level?

To enhance IC career development, prepare future leaders with an enterprise-wide perspective, and better share knowledge and information throughout the community, the Office of the Director of National Intelligence (ODNI) created the IC Civilian Joint Duty Program. IC leadership pledged their commitment to joint duty, and last July the Leadership Exchange and Assignment Pilot (LEAP) was created to jump start the program.

More than 55 GG-15s from across the community were nominated to participate in the 12-month pilot, and last September 48 were selected — including 10 from DIA. Participants are spread throughout

the community at ODNI, DIA, CIA, FBI, the National Security Agency (NSA), National Geospatial-Intelligence Agency (NGA), National Reconnaissance Office, Department of Homeland Security (DHS) and the Office of the Undersecretary of Defense for Intelligence.

After working at NGA for 12 years in a variety of positions, her most recent being a human capital account manager, Vietta Williams wanted exposure to another IC agency and to experience a different culture. "I thought it was time to branch out and learn about a different part of the community," said Williams. "I knew that DIA is one of the many powerhouses in the IC and I would learn a lot from working here."

Williams is now the deputy chief in the Directorate for Human Capital Center for Leadership and Professional Development (HC/HCL-2). "I never really worked in career management or formal training programs, and to actually run a program intrigued me because I knew that my first love in my career has been for people. I knew that this would be another way for me to give a positive contribution by sharing my insights of NGA and comparing that to DIA and seeing if there is some type of collaboration effort that could result from my being here."

Dr. Michaline Dobrzeniecki, senior expert for human resources, stated that LEAP and joint duty provide unique opportunities for seeing the IC from a different point of view. "I think we will see people in rotational assignments learning the importance of how they can leverage their knowledge with the experience of others," said Dobrzeniecki. "That kind of broadening of perspective keeps your creative juices flowing and demonstrates the strength that the IC can gain when its components work together."

Brian Young, former unit chief at FBI headquarters in the Counterintelligence Division who is now on rotation as a defense human intelligence officer in the Directorate for Human Intelligence (DH), applied to LEAP because of the opportunity to develop a unique skill set to aid in his professional and personal growth. "I viewed the LEAP program as an opportunity to step into the shoes of an IC partner's environment and be able to bring a different perspective and resources to further their intelligence mission as well as the bureau's."

Throughout the pilot, LEAP participants will share with ODNI their experiences and recommendations to help develop the Joint Leadership Development Program, which is replacing the IC Officer Training Program. They will also provide feedback on how to enhance the IC Civilian Joint Duty Program.

May is the six-month marker for most of the participants,

DIA Employees Throughout the IC

Geraldine L. Brooks, NSA
Suzanne M. Heigh, CIA
Margaret A. Peters, NGA
Sterlin Powell, OUSD(I)
Victoria J. Prescott, OUSD(I)
Janice F. Shipley, OUSD(I)
Allen C. Shook Sr., NSA
Renee M. Singleton, ODNI
Don L. Washington, DHS

IC Employees at DIA

Charles J. Brownlie, NSA
Timothy B. Hegarty, NGA
Vietta S. Williams, NGA
Brian W.E. Young, FBI

Photo courtesy of ODNI

IC LEAP participants joined the DNI at a forum in January.

and Alan Shook, staff administrator for the Joint Military Intelligence Training Center (JMITC), is on rotation at NSA as the IC liaison for information assurance (IA) capabilities. He has found the program very beneficial. "Every now and then we need to get out of our comfort zones and kind of shake things up a little bit." IA was completely foreign to Shook, but being in a different agency and working a new subject matter has allowed him to see another side of the IC. "The assignment has helped rejuvenate my work spirit and interest in excellence in defense of our nation," said Shook.

When asked what advice Shook would give to others who were interested in applying for joint duty, he said, "In establishing the Joint Duty Program, DNI McConnell intended to help ensure that IC employees have an enterprise-wide perspective, cultivate cross-organizational networks, and facilitate knowledge and information sharing. Providing timely, objective, cogent and actionable military intelligence for tomorrow will require that we all learn to work together. The networks and contacts we make today may hold the answers to problems down the road."

When talking to any of the LEAP participants, they will all say the same thing to future joint duty participants. "If given the opportunity, do it," said Don Washington, deputy for information and special services in the Directorate for Mission Services (DA), currently on rotation at DHS as a mission integration operations officer.

For more information about joint duty, access to the endorsement form and job announcements, please visit HC's Web site at *http://hc.dia.ic.gov/homepage/hc/HR/JD.html.*

ANALYST EXCHANGE = Progress

By Grant D. Hayden, DI

Within the intelligence community (IC), collaboration and teamwork are essential for accomplishing the myriad tasks we face every day and ensuring the diverse customer base gets the all-source analysis it needs in a timely, accurate and complete manner. The Global War on Terror demands a coordinated approach, involving resources at the national level, geographic combatant commands and operational elements in theaters of combat like Iraq and Afghanistan.

Since 1983 what is now known as the Directorate for Analysis Joint Intelligence Task Force for Combating Terrorism (DI/JITF-CT) has been the lead analytic and support element within DIA for performing the congressionally-mandated function of terrorist attack warning for military and civilian Department of Defense personnel worldwide.

JITF-CT's Asia Division (JTA-5) has made collaboration and teamwork with its analytic and management counterparts at the combatant commands part of its standard operating procedure by re-invigorating an analyst exchange program. JITF-CT began the analyst exchange program in 2002, and more than 50 analysts have completed exchange tours at U.S. Central (CENTCOM), Pacific (PACOM), European and Southern commands. During periods of decreased staffing and increased mission requirements, such rotations have at times been limited, but there is a renewed emphasis on standardizing these valuable professional development opportunities.

JTA-5 analyst Matt Moseley, Afghanistan-Pakistan Branch, spent approximately one month at CENTCOM, during which he briefed the command's director for intelligence (J2) and director for operations (J3), and became familiar with the CENTCOM battle rhythm and requirements in support of Operation Enduring Freedom (OEF).

"Meeting fellow analysts who work the same issues face-to-face and working joint production will increase cross-talk and collaboration between our two offices, allowing us to speak with a more consistent and coordinated voice to our senior policy and decision-makers," said Moseley. "Also, establishing these relationships will improve our ability to work collaboratively and efficiently while deployed in Afghanistan."

While Moseley was working at CENTCOM, Michael Horn was on rotation with the JTA-5 from CENTCOM's Directorate for Intelligence Counterterrorism Branch. Horn also viewed the exchange program as valuable, adding, "I think the analyst exchange program is a great vehicle for bringing our two groups closer together. I get to know the folks personally that I've talked to through e-mails or phone calls, and that makes it easier to come to an agreement on analytical problems. I made some friends and came to respect their abilities even more."

Photo by CENTCOM graphics

JITF-CT's Matt Moseley on rotation at CENTCOM's Directorate for Intelligence Counterterrorism Branch.

The JTA-5 Asia Branch is engaged in a similar analyst exchange with PACOM. In March 2008 Sarah EnDyke spent two weeks at the Joint Intelligence Operations Center-Counterterrorism Division (JIOC-CTD) in Honolulu. Despite jibes from her fellow branch analysts about getting a suntan, EnDyke briefed the PACOM J2, authored a morning intelligence brief and collaborated with JIOC-CTD analysts to produce a JIOC special report on Islamic extremist activity in Nepal. She described her analyst rotation as one of the most "enlightening" experiences at JITF-CT.

EnDyke also worked directly with the National Security Agency (NSA) in Hawaii and experienced first-hand how signals intelligence is collected, translated and disseminated. "I was able to converse with my counterparts to enhance relations and understanding between DIA and NSA, and address their requests for evaluations to assist our process and collaboration on future products and conferences," she said. "I gained an appreciation for JIOC-CTD's ability to deal with tight suspense times and their speed and efficiency to raise awareness on potential threats or de-spin deception, which is critical to their mission success."

Photo by Paul S. Cianciolo, CP

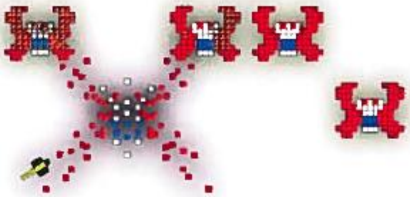
CENTCOM's Michael Horn on rotation at JTA-5 Afghanistan-Pakistan Branch.

Prior to EnDyke's rotation at PACOM, Dean Phillip, JIOC-CTD, spent a week with the Asia Branch and co-produced a defense analysis report — terrorism on terrorist group activity in Bangladesh and India. In addition to collaborating directly with JTA-5 on counterterrorism (CT) production, Phillip learned a great deal during his rotation.

"I was not aware that JITF-CT maintains an operational [support] as well as analytic arm or that JITF-CT routinely sends personnel down-range to support OEF. I also did not have a clear appreciation for the organizational/ cultural differences inherent in a civilian-run organization such as JITF-CT vice a combatant command where the military has the lead at almost every level of the organization," said Phillip. "These subtle distinctions are very important if one is to adequately appreciate and leverage the equities of a given organization. The knowledge I've gained during my short TDY to JITF-CT has already been put to use; JIOC-CTD has increased collaboration with other elements at JITF-CT, such as the Homeland Branch and the Chemical, Biological, Radiological, Nuclear Branch."

The analyst exchange program between JITF-CT and its combatant command customers has proven to be a force multiplier for mission accomplishment and a valuable professional development opportunity for the analysts involved. The program has improved working relationships among analysts, enhanced analytic collaboration, contributed to more efficient and higher quality CT products for a diverse and demanding customer base, and improved the overall timeliness and quality of CT mission accomplishment. Now that's progress.

VISim: SERIOUS GAME TRAINING Comes to DIA



By Bruce G. Bennett, HC

So what is "VISim" — pronounced Vee-Sim? No, it's not Volume Integration Simulation or a fizzy, performance-enhancing drink for athletes. VISim, or Virtual Intelligence Simulations, is a congressionally-mandated program to promote the use of advanced technology in support of intelligence analytical training.

The House Permanent Select Committee for Intelligence established and funded this program in the Directorate for Human Capital Joint Military Intelligence Training Center (HC/JMITC). JMITC's deputy director for operations is the program lead for this effort and works closely with Directorate for Analysis Headquarters Research Director Office (DI/RD) staff.

JMITC staff recognized that the VISim program needed to encompass more than DIA-specific training needs, and with an

intelligence community (IC) approach in mind, JMITC established the following programmatic concepts for the program:

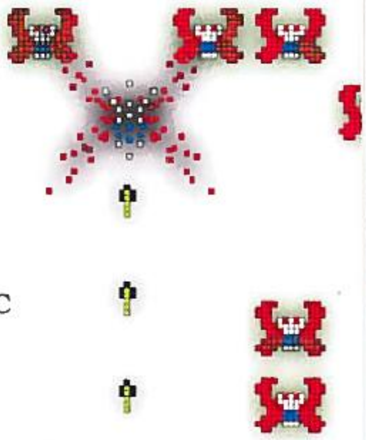
- Support the analytical customer's competency requirements.
- Interact, engage and enrich the learning experience.
- Be deployable to a worldwide work force.
- Support distance learning and just-in-time training initiatives.
- Share and develop collaboratively within the IC and, where appropriate, with international allies and friends.

JMITC staff identified three serious games for its first prototypes, based on DI and director of national intelligence competency requirements and the gaming industry's avatar-based format:

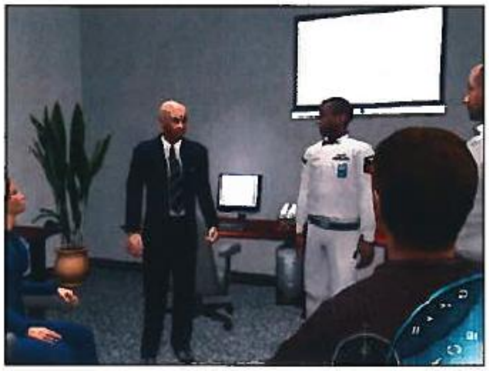
- Rapid Onset - Critical thinking and the eight elements of thought.
- Vital Passage - Knowledge and application of the analyses of competing hypotheses (ACH) structured analytical method.
- Sudden Thrust - Knowledge and application of matrix, link and timeline structured analytical methods.

Serious games are designed with a specific educational purpose, rather than for entertainment. They do, however, make the learning environment more interesting and engaging. The VISim games have three levels of play. Level I guides students through the game to ensure that basic concepts and knowledge are understood. Level II allows some free play where errors can be made until a threshold is crossed and a mentor prompts the student back on track. However, the student can ignore this advice at their peril. Level III is completely free play until there is success or virtual death.

JMITC is now deploying these prototypes to directly support training for all new analytical employees, GG-7s through 15s. The center is using the prototypes not only in the classroom, but as self-paced, computer-based learning. They're also a cornerstone of JMITC's JIC/JAC MIP Implementation Study (JMIS) efforts to provide baseline analytical competency training to the combatant command analysts, both civilian and military, as they join the DIA work force. Soon JMITC and its contractor team will modify the prototypes so they can be delivered through the Joint Intelligence Virtual University (JIVU) on both JWICS and SIPRNet.



JMITC has shared these products with all members of the IC and, through the CIA-sponsored Global Futures Forum, with our allies and friends. The National Security Agency is considering using the serious games products, while Denmark was the first to use them in analytical training. To further encourage their application, JMITC is sponsoring a Four Eyes Analytical Training Workshop in May to encourage their use by British, Canadian and Australian trainers. A major hurdle for their use, even within JMITC, is faculty's limited experience with these new training tools.



A screen capture from the VISim Rapid Onset game.

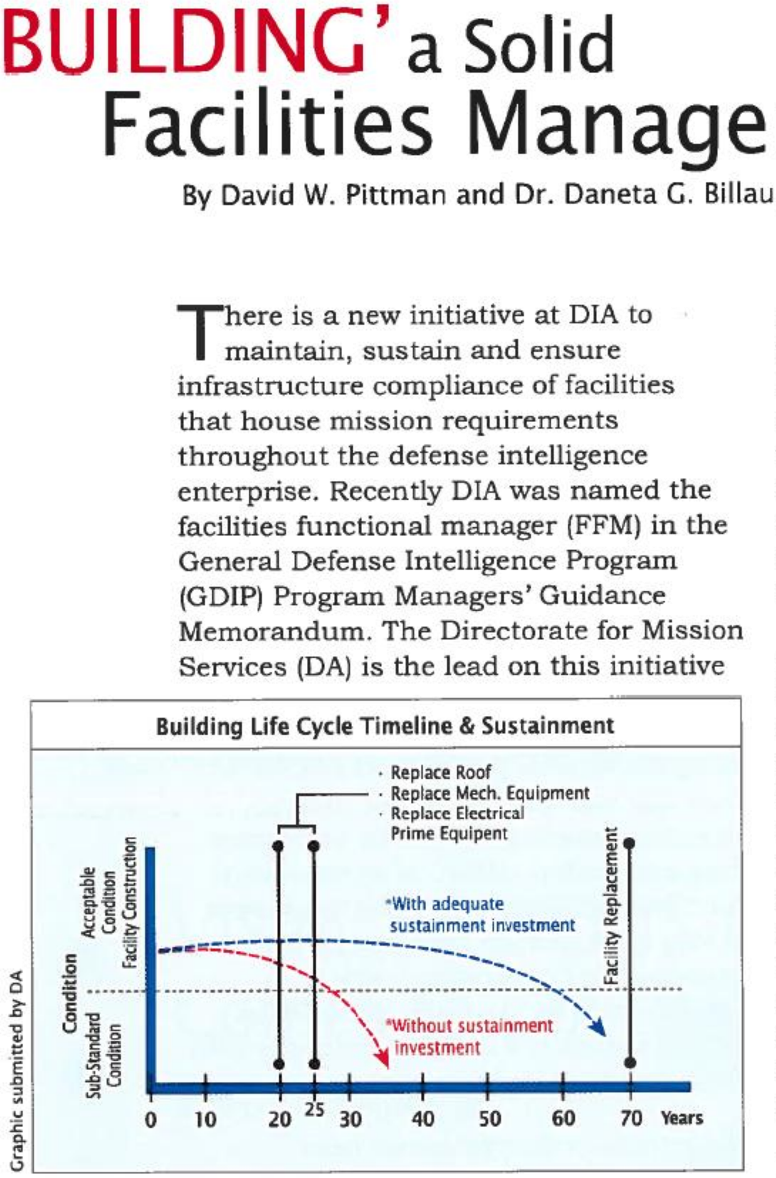
While these prototype games need additional evaluation of their effectiveness in promoting learning, VISim is a major step within the IC to modernize learning experiences for its diverse, worldwide work force. Continued encouragement of faculty and resourcing by DIA and IC leadership should see this effort grow. Look for VISim serious games soon on a desktop near you.

Editor's Note: Read more information about the Four Eyes Analytical Training Workshop and VISim in the May 19 issue of the InterComm.

'BUILDING' a Solid Facilities Management Program

By David W. Pittman and Dr. Daneta G. Billau, DA

There is a new initiative at DIA to maintain, sustain and ensure infrastructure compliance of facilities that house mission requirements throughout the defense intelligence enterprise. Recently DIA was named the facilities functional manager (FFM) in the General Defense Intelligence Program (GDIP) Program Managers' Guidance Memorandum. The Directorate for Mission Services (DA) is the lead on this initiative to evaluate and report on the effectiveness of facilities across the defense intelligence enterprise.


Building Life Cycle Timeline & Sustainment

Graphic submitted by DA

Without adequate sustainment investment in a facility, the life of a building can be shortened by as much as 20 years.

The main objectives of the GDIP FFM are to provide a high-quality work environment, enhance the defense intelligence employee experience and maintain quality facilities, all functions that will enhance retention of qualified employees throughout the enterprise. The FFM programs, plans, develops and sustains GDIP facilities — as an enterprise — and serves as an advocate for the combatant commands and Military Intelligence Program (MIP)-funded components. In addition, the FFM assists with project advocacy as required in responding to congressional inquiries and represents defense intelligence interests to congressional staffers regarding military construction projects.

Jim Manzelmann, deputy director for DA, is the GDIP FFM. He is implementing a long-term plan for sustaining and modernizing aging GDIP buildings and infrastructure. To assist this effort, senior architect David Pittman is the program manager. Pittman is currently acquiring empirical data from building condition assessments so he can assist Manzelmann and Vice Deputy Director for DA Kristi Waschull in advising LTG Michael Maples, director of DIA, on findings and recommendations about the condition of facilities.

Before the implementation of the FFM, it was common for intelligence analysis mission-related requirements to take funding precedence over facilities-related infrastructure requirements. This led to an environment in which facility deterioration was allowed to go unattended for long periods of time. To correct this, the FFM is developing a prioritized list of critical projects with validated requirements, which will improve and standardize conditions for intelligence analysis. In this effort the FFM functions as an "honest executive

agent" for validating GDIP facility requirements that might otherwise go unfunded. For example, the DIAC is a key, GDIP-funded component, where ongoing renovations support the primary mission of intelligence analysis by providing an appropriate environment.

By Department of Defense standards, the life of a well-maintained commercial building can extend as long as 70 years. That same building, if neglected, degrades much faster, shortening the usable life by as much as 20 years. The FFM is implementing a cost savings plan to bring specific GDIP facility locations up to acceptable standards. Examples of GDIP facilities supported by the FFM include the DIAC, the Armed Forces Medical Intelligence Center (AFMIC), Marine Corps Intelligence Activity (MCIA), the Missile and Space Intelligence Center (MSIC), the National Air and Space Intelligence Center (NASIC), the National Ground Intelligence Center (NGIC), and the National Maritime Intelligence Center (NMIC).

Studies of these facilities are already being used to develop a portfolio of existing and required workspace standards. This information can then be utilized to ensure that there is adequate infrastructure to support state-of-the-art information technology collaboration tools across the defense intelligence enterprise. For example, as new trends in computer technology evolve, antiquated computer systems are being replaced with more powerful servers. Existing GDIP facilities must evolve with robust preventative maintenance programs and modernization strategies to keep pace with these changing requirements.

Since January 2008 the FFM has successfully completed baseline building condition assessments of four GDIP funded facilities: MCIA, NASIC, NGIC and NMIC. The data collected from each facility will be rated by an industry-wide comparative indicator called the Facilities Condition Index (FCI). This assessment of the relative facility condition is very useful in prioritizing maintenance and modernization plans for existing and future facilities. By establishing baseline reports and recommending critical prioritized lists of capital improvements for sustainment, renovation, modernization and building replacement, the DIA FFM will be instrumental in lengthening the useful lifecycle of GDIP facilities.

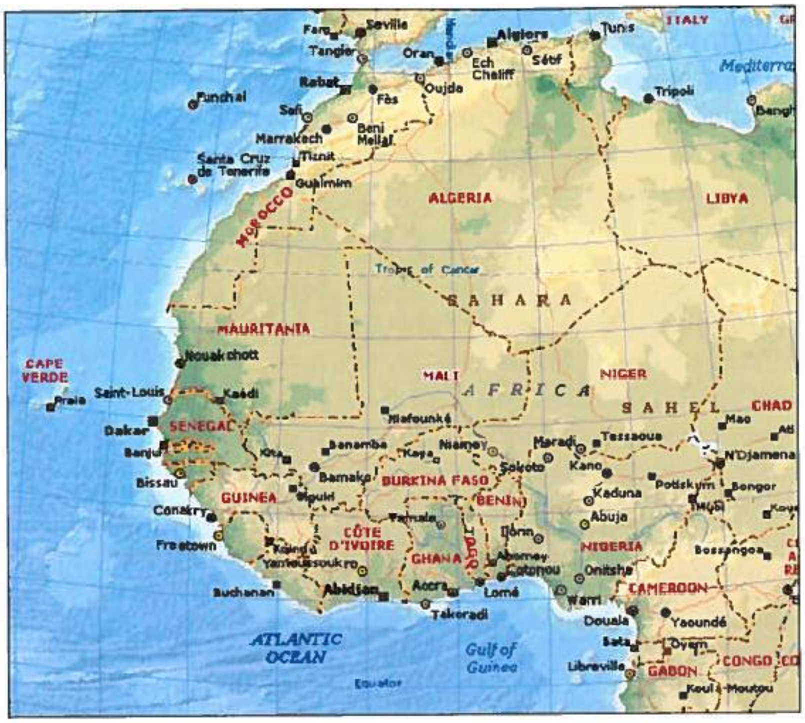
Success of the DIA Facilities Functional Management Program is bringing high-level attention. The Office of the Director of National Intelligence recently passed an initiative requiring components throughout the intelligence community to utilize DIA's FFM as a model for all facilities.

CNT Analysts Strengthen PARTNERSHIP with AFRICOM

By Dr. Eric A. Miller, DI

The array of security and stability challenges facing the newly established U.S. Africa Command (AFRICOM) are complex, and include many non-traditional threats, such as promoting stable governance, developing infrastructure, fighting HIV/AIDS, and preventing and responding to humanitarian crises. The thriving drug trade in West Africa is one such issue that encompasses many of these broad security challenges.

AFRICOM's heightened interest in West African drug trafficking is


ALGERIA
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CÔTE D'IVOIRE
GHANA
TOGO
NIGERIA
CAMEROON
GABON
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CAPE VERDE
SAHARA
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SAHEL
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Tripoli
Rabat
Dakar
Bissau
Conakry
Freetown
Bamako
Niamey
Abuja
Lomé
Accra
Abidjan
Praia
Nouakchott
Yaoundé
Libreville
N'Djamena

A joint United Kingdom/Cape Verdean interdiction exercise.

understandable, since the region has emerged as a major transshipment zone for South American cocaine destined for the lucrative European market. Increased European efforts helped interdict many drug shipments sent directly to Europe, but traffickers then turned to West Africa as a new transshipment point. There they found a highly permissive environment, where widespread corruption and limited law enforcement forces provided ample opportunity to establish their operations. Moreover, the systemic corruption that supports the drug trade and the growing ties between drug traffickers and terrorist organizations pose considerable challenges to long-term political stability in these already poor, economically-underdeveloped countries.

To enhance AFRICOM's operational awareness of the regional drug threat, DIA's Counternarcotics Trafficking Office (CNT) has taken the lead in partnering with the command by providing 45-day rotations to Stuttgart, Germany. CNT analysts are embedded in the U.S. European Command (EUCOM)/AFRICOM Commander's Interagency Engagement Group for Counter Narcotics/Terrorism, where they serve as functional experts on regional drug trafficking, currently focusing on West Africa.

While in Stuttgart, CNT analyst Candace Ross traveled with EUCOM and AFRICOM officials to Guinea and Cape Verde — neighbors of Guinea Bissau, West Africa's most notorious drug haven. Working in close collaboration with AFRICOM analysts, Ross met with country teams to brief them on trafficking trends and the devastating effect these activities have on political development and stability. As EUCOM/AFRICOM CNT program manager Russ Holland pointed out, "The ability of CNT analysts to go into the field and access intelligence needs, interact with country teams and build specific intelligence programs is essential in developing mature intelligence elements in the command program offices."

CNT support is crucial for meeting current command requirements in this initial phase of AFRICOM's development. "AFRICOM's CNT program is in a developing stage and staffed at minimal levels," Holland said. "We rely on DIA to meet strategic and operational requirements to develop and execute the basic 'train and equip' capacity building of military, paramilitary and law enforcement force."

During rotations, CNT analysts also complete studies on counterdrug issues throughout the African continent, the first of which focuses on West Africa. These all-source assessments provide a baseline of drug-related issues to be used by AFRICOM analysts and serve as the

basis for future CNT briefs to AFRICOM leadership. According to AFRICOM's Trans-Traffic and Environmental Section Branch Chief LCDR Rob Keith, "Numerous U.S. and international agencies are focusing on illicit trafficking throughout Africa. The baseline studies will help determine existing gaps and assist U.S., European and African efforts to counter regional illicit trafficking."

Paralleling AFRICOM's effort to confront this regional challenge, several European countries have established the Maritime Analysis Operations Center (MAOC) in Lisbon, Portugal — where the U.S. maintains observer status — in an effort to increase intelligence sharing and improve cocaine interdiction efforts destined for West Africa and Europe. During her rotation, Ross traveled to the MAOC, where she gained unique insight into the nature and extent of trans-Atlantic cocaine movements as well as European efforts to curb these activities, both of which significantly increase U.S. understanding of regional drug flows. In a final testament to her successful work in Stuttgart, Ross was invited to represent EUCOM at the MAOC in Lisbon later this summer.

Given the increased awareness of the threats posed by regional drug trafficking and the ongoing manning of AFRICOM, the burgeoning partnership between DIA and the EUCOM/AFRICOM CNT program office looks bright. "The links and need for continued DIA rotations to Stuttgart will continue," said Holland. "As such, the requisite resources needed to sustain DIA support to both EUCOM and AFRICOM will not diminish."

Photos submitted by DI

CNT analyst Candace Ross with Guinean counterdrug officials and a EUCOM/AFRICOM CNT analyst in Conakry, Guinea, in March.

Answering the Call to Collaborate: New JOINT DUTY Program for the IC IGs

By Cassidy J. Ginivan, IG

Collaboration is one of the keys to success in today's intelligence community (IC). In fact, creating a "culture of collaboration" is one of the focus areas of the Director of National Intelligence's 500 Day Plan. Although the inspector general population is relatively small within the IC, we, too, are seeking several ways to increase collaboration within our ranks. One of these initiatives is the IC Inspectors General Joint Duty Program.

DIA's Office of the Inspector General (IG) is spearheading an effort to improve collaboration among the IC IGs by permitting members to serve a one-year rotation at another IC agency's IG. The program parallels the Office of the Director of National Intelligence's (ODNI's) Joint Duty Program, but is unique in that it's designed specifically for members of the IC IGs. Under this program, DIA IG personnel will be eligible to apply for an assignment at another agency's IG, and in return, a member from another IG will join the DIA IG team for a year. Individuals who participate in this program will also receive joint duty assignment credit.

One of the challenges facing every IG is how to apply limited resources to achieve positive change in our agencies. With a relatively small staff, DIA's IG acts as agents of change to improve the quality and relevance of agency products and the efficiency and effectiveness of operations. Additionally, as members of the IC, we have a responsibility to work with our colleagues in other agencies to realize similar positive change across the intelligence enterprise. The IC IG Joint Duty Program attempts to improve interagency collaboration and foster an exchange of best practices among the participating IGs. The program will enable IGs from across the community to identify common trends, areas and tools for improvement.

The program promises to be an effective way to use our skill sets, learn from the best practices of other agencies and enhance communication with one another. The IC IG Joint Duty Program will enable closer working relationships and expand our networks with other IC agencies.

John Carey, inspector general for DIA, has been working through the IC IG Forum to get this important program up and running. The majority of IC IGs represented in the forum have expressed their support for the program and plan to participate. Edward Maguire, inspector general for ODNI, signed the memorandum establishing the IC Inspectors General Joint Duty Program on Dec. 6, 2007.

The DIA IG is looking forward to our first exchange this year and all that this program will achieve in answering the call to collaborate.

CS and FE Partner for PERFORMANCE Management

By Gabrielle E. Chodes, FE

Collaboration between the Office of the Chief of Staff Strategy, Plans and Policy, and Performance Management divisions (CS-2 and CS-3) and the Office of the Chief Financial Executive Defense Intelligence Resource Management Office (FE-1) has improved performance management across the General Defense Intelligence Program (GDIP) and the DIA Military Intelligence Program (MIP). However, this has not always been the case.

Not that long ago different performance requirements were collected for multiple purposes. Redundant data calls created unnecessary work for overtaxed managers. "I would arrive at DT [Directorate for MASINT and Technical Collection] and say, 'I needed performance information,' and they would say 'CS was just here,'" said Chris Mann, FE-1.

CS found the same redundancy. "CS-3 was already collecting performance measures for the director's dashboard and FE was collecting for the Office of Management and Budget, Office of the Director of National Intelligence (ODNI) and Undersecretary of Defense for Intelligence (USD(I))," said Amanda Maits, CS-2. "Clearly it makes more sense to collaborate instead of creating additional requirements for directorates."

CS and FE began to streamline performance data collection. "Instead of bombarding the directorates with data calls for metrics, we were able to match new requirements with existing performance measures, saving time and improving performance reporting," said Maits.

This streamlined approach also ensures a view of the larger enterprise picture. "We realized there was no point collecting measures that were just DIA specific. We are an enterprise," added Carrie Crawford, CS-3. "MASINT [measurement and signature intelligence] is a good example. A percentage of the MASINT mission belongs to DIA, the rest to the services. If I ask how MASINT is doing, I expect an answer on the overall capability, not just an answer on the DIA portion of the mission. Lieutenant General Maples is the director of DIA, the program manager for GDIP and the component manager for the DIA MIP. He needs the appropriate level of information about the capabilities and health of the enterprise," explained Crawford.

Offices now submit all their performance results using the Intelink Resource Management Information System (iRMIS), which is based on the GDIP and DIA MIP budget structures. iRMIS makes the information accessible as needed.

"Using iRMIS lets people look at the performance data at any time. We can ask a question and look to iRMIS for the answer instead of tasking," said Crawford.

Using iRMIS also helps guarantee the same information is being distributed to all customers. "We became one voice to all of the agencies who needed performance information," said Mann.

By working together, CS and FE make sure that all the necessary data is communicated to customers, including the director of DIA, Congress, ODNI, USD(I), the Office of the Secretary of Defense (OSD) for Personnel and Readiness, the Joint Staff (JS) and others interested in performance results. For example, DIA is responsible for reporting its readiness to the JS and OSD on a quarterly basis; the users update iRMIS quarterly, so the schedules coincide.

"The Joint Staff provides a quarterly readiness briefing to senior level JS, combatant command, and DOD officials. This information supports their work," said Maits.

Because of this effective collaboration, CS is now able to focus more on other areas of performance like Lean Six Sigma. Life is also easier in FE. "Last year it took 11 taskers just to get information on performance [for the Congressional Budget Justification Book (CBJB)]. For the 2009 CBJB, we sent out zero taskers — we were able to write it internally," said Mann.

The collaboration continues to lead to real results. "The chief financial executive, the deputy program manager and the program manager all have access to this information to make resource allocation decisions to make a stronger program," said Mann.

In addition, ODNI has announced that it will require a partial performance budget by 2009 and a complete performance-based budget by 2010. To fully meet these requirements it is necessary to have performance data. "Even though demands are increasing, [we are] providing enough data to answer those questions," said Mann. "As resources get tighter, we have to prove we are getting more and more out of each dollar. The driving factor is to prove why continuing and increased investment in these programs is important."

The mandate requiring the intelligence community to adopt performance measures comes from a number of different sources:

Congress: The 110th Congress recently wrote, "The importance of metrics cannot be overstated. What gets measured gets done, and the current status quo in the Intelligence Community of measuring just inputs/dollars and not outputs/outcomes is unacceptable." Congress goes on to say they are working toward a time when, "programs are required to clearly articulate their performance goals prior to receiving funding." *Unclassified section of the Classified Annex to Report No. 110-478, SSCI # 2007-4716.*

The President: President Bush stressed the importance of performance management. Executive Order 13450, November 2007, "Improving Government Program Performance," aims to "promote greater accountability" of the federal government "to the American people." *Federal Register, Vol. 72, No. 220, Thursday, Nov 15, 2007.*

The Office of Management and Budget (OMB): OMB issued Circular No. A-11 in July 2007. This document gives an overview of strategic plans, performance budgets, performance and accountability reports and lays out a schedule for getting started on compliance.

The Government Accountability Office (GAO): GAO report, "DOD Transformation Challenges and Opportunities," provides non-binding but influential recommendations on steps to improve budget performance integration. *http://www.gao.gov/cghome/d08323cg.pdf*

Other Legislation: The Government Performance and Results Act of 1993 and the Clinger Cohen Act of 1996 guides agencies on how to become more efficient.

DIA Plays a Part in CYBERSECURITY

By Richard F. Walsh, DI

Hardly a week goes by without the news media reporting on the threat of or on an actual cyber intrusion into our networks and information databases. As Mike McConnell, director of national intelligence (DNI), stated, "It is no longer sufficient for the U.S. government to discover cyber intrusions in its networks [and] clean up the damage. ... We must take proactive measures to detect and prevent intrusions as they happen and before they can cause significant damage." The Comprehensive National Cybersecurity Initiative (CNCI) developed by the National Cyber Study Group (NCSG) represents a sustained commitment to address the current threat while identifying and preparing for future threats to our critical infrastructures.

Photo by SrA Jacylin M. McDonald, CS

LTG Maples recently recognized five DIA employees for their work on cybersecurity. Shown here: Maples, Willard Kelchner, Richard Walsh and Taylor Scott.

LTG Michael Maples, director of DIA, recently recognized five employees for their work on NCSG. The study group was created to develop a government-wide cybersecurity plan that addresses the reality that the United States' critical information systems — and the data that resides within these systems — are increasingly targeted for exploitation by a growing number of very sophisticated state and non-state actors. Brian Overington and Taylor Scott, Directorate for Analysis (DI); Willard Kelchner, Directorate for Information Management and Chief Information Officer (DS); Lt Col Andrew Schlachter, Office of the Chief Financial Executive (FE), and I were DIA representatives on an interagency staff that supported the DNI's cyber coordination executive, Melissa Hathaway, in her role as NCSG lead and director of the Joint Interagency Cyber Task Force. Overington and I represented DIA on NCSG and designed the DIA cyber analysis strategy.

NSCG was a very intense 10-month volunteer effort that brought together people from more than 20 departments and agencies. It was exhilarating to see so many people from so many different offices come together with a common goal and an unwavering desire to succeed.

The crowning achievement for NCSG was the development of and approval from President George W. Bush of the CNCI, which will lead to revolutionary improvements in the ability of the United States to secure and defend critical national infrastructures. CNCI provides a holistic approach to cyberspace activity that spans both defense and offense, as well as pursuing attackers through law enforcement. Moreover, it addresses strategic foundational capabilities such as analysis, information assurance and governance that enable cyberspace activities.

CNCI aims to establish a front line of cyber defense, demonstrate resolve to secure U.S. cyberspace, set conditions for long-term success and shape the future environment by securing the U.S. technological advantage. Through the diligent efforts, imagination and teamwork of a number of DIA employees, the agency has been invited to contribute key critical enabling capabilities to an unprecedented federal program. The unified budget

submission produced by NCSG represents the single largest intelligence program addition of the Bush administration.

DI, in cooperation with National Air and Space Intelligence Center, National Ground Intelligence Center, Office of Naval Intelligence and U.S. Strategic Command Directorate for Intelligence mission partners, developed an all-source cyberspace analytic proposal that became one of seven CNCI "strategic enablers" — in this case increasing all-source predictive cyber analysis. DIA is the overall government lead for this strategic enabler. The directorate is now moving ahead with developing a virtual cyber analysis center that will interweave the cyber analysis of our individual organizations and provide a basis for interaction with our intelligence community counterparts, especially CIA, the National Security Agency and the State Department Bureau of Intelligence and Research.

Editor's note: Look for upcoming classified articles in the InterComm regarding the different activities that DIA is involved in with regard to CNCI.

Intellipedia Promotes COLLABORATION Among ANALYSTS

By Adrian "Zeke" Wolfberg, CS

Are you an "intellipedian"? You may not be yet, but according to a new study sponsored by the DIA Knowledge Lab, the intelligence community's (IC's) own version of Wikipedia has the potential to change the way analysts work. How? Although Intellipedia looks and feels like the Internet's famous user-edited encyclopedia, the closed community of users within the IC are putting up more than just reference articles. They are using it to collaborate and communicate with one another in innovative ways, and to project a professional presence across the community.

The study, "Our Experience with Intellipedia: An Ethnographic Study at the Defense Intelligence Agency" by Dr. Nancy Dixon of Common Knowledge Associates and Dr. Laura McNamara of Sandia National Laboratories, is the first formal examination of the impact of Intellipedia on the IC analytical environment. Dixon and McNamara conducted extensive interviews with Intellipedia users and non-users in one office in the DIAC. The point of the study was not to evaluate Intellipedia, but to capture baseline information that could serve as starting points for future studies. Interviewees shared their views on what it means to "use" Intellipedia, the risks and benefits of doing so, and how Intellipedia is impacting collaboration and work practices among analysts.

What does the study tell us? Analysts are finding creative ways to use Intellipedia (see text box on next page). Surprisingly, Intellipedia use is not determined by demographics alone. Although most of us tend to believe that Intellipedia is a 20-something phenomenon, like MySpace, Facebook or texting, the user/non-user split in the study was not connected to demographics. Instead, there seemed to be two differing philosophies with regard to uncertainty and knowledge. Those who believe that sharing as much information as possible with peers improves the collective quality of intelligence knowledge tend to post on Intellipedia. Those who place a higher value on formally vetting

and reviewing for the benefit of the customer tend to be wary of Intellipedia.

Intellipedia also challenges deeply held assumptions about the nature of analytic work and how information should flow between organizations. The Intellipedia software, which enables users to create, edit and hyperlink pages, is so easy to use that none of the interviewees needed training to learn it. By making it simple and fast to share information across the IC, Intellipedia is becoming a "marketplace of knowledge." Knowledge "buyers" tend to use Intellipedia as a starting point for researching a topic, and hyperlinks make accessing even the most deeply buried reports a snap, or click. Knowledge "sellers" can post their "wares" — often finished intelligence analyses — and advertise their credentials and expertise, hopefully increasing their use. One manager interviewed for the study expressed both the potential and the concerns about how Intellipedia is changing analytic work, "[We] are seasoned enough to know this isn't just a piece of software — this could change the way we're doing business, and to me this is the antithesis of the way we used to do things."

Analysts are finding creative ways to use Intellipedia, including:

- Squelching a burgeoning rumor that a small plane crash was a terrorist attack. Analysts posted accurate information and directed inquiries to the Intellipedia article.
- Inviting collaboration by providing incomplete information on Intellipedia and asking for help to make it better. One group is building a catalog of uses for a particular technology type with help from other Intellipedia users.
- Projecting a professional presence among peers. Some analysts are building personal pages to establish their credentials and experience.

Amid all these hopes and concerns, one thing seemed certain: there is a growing buzz about Intellipedia — every person interviewed for the study had an opinion! They are aware of and following the growth of Intellipedia, and the Knowledge Lab is too.

For a copy of the study, go to the Knowledge Lab JWICS site: *http://diateams.ne.dodiis.ic.gov/CS/CS-2/KL/Resource%20Library/Intellipedia%20Report%20Final_21Feb08.pdf.*

For more information, please call the Knowledge Lab at (202) 231-3066.

Join In for Joint Duty at NMEC

By Roy I. Apseloff, DH

The Director of National Intelligence issued Intelligence Community Directive (ICD) 601, "IC Civilian Joint Duty Assignment Program," in May 2006. This landmark directive requires joint duty for senior promotion and rank within the intelligence community (IC).

As an Office of the Director of National Intelligence national intelligence center, all billets within the National Media Exploitation Center (NMEC) are already considered joint duty assignments. Nevertheless, NMEC actively seeks personnel from DIA and our partner agencies like CIA, FBI, the National Security Agency and the Defense Cyber Crime Center. NMEC also utilizes affiliated organizations such as the Department of Homeland Security, the Criminal Investigative Task Force and others to fill critical gaps in the NMEC manning structure and bring unique skills and perspectives.

NMEC is a perfect example of a collaborative intelligence center, with its mission of ensuring rapid exploitation and sharing of aquired and sezied media of all types throughout the intelligence, counterintelligence, military and law enforcement communities. From forward deployed joint document exploitation centers in Iraq and Afghanistan, to the

Combined Media Processing Center-Qatar, to a headquarters element that contains intelligence professionals from multiple intelligence agencies, law enforcement and military, NMEC truly exemplifies the concept of joint duty.

NMEC benefits from a continual influx of intelligence professionals from the IC. Computer forensic specialists from the Defense Cyber Crime Center have allowed NMEC to develop a unique media exploitation capability. Intelligence analysts from DIA's Directorate for Analysis Joint Intelligence Task Force for Combating Terrorism (DI/JITF-CT) and the Iraq Intelligence Cell (DI/MNA-1), the Criminal Investigative Task Force, and the Department of Homeland Security have melded with linguists and document and media exploitation technical specialists to provide natural synergy by producing analytical products and targeting packages in record time. Information technology (IT) expertise, provided by a sister intelligence service, has been essential in redesigning communications and IT infrastructure to increase capacity while reducing costs. The entire exploitation workflow has been revamped to take advantage of unique software capabilities.

Collectively each of these unique capabilities has contributed to reducing turnaround time from days to hours. This success has only been possible through NMEC's unique position within the IC as a national intelligence center staffed by a multitude of individuals from a variety of organizations.

If you would like to contribute to NMEC's mission and join the team, temporary joint duty positions are available. These jobs are generally 12 to 36 months in duration and fill the requirements for joint duty assignment. Visit the Directorate for Human Capital (HC) Web site on JWICS to see joint duty vacancies: *http://hc.dia.ic.gov/homepage/hc/HR/JD.html.*

DoDIIS Conference Delivers

Thousands gathered in San Diego March 16-20 to see the future of technology at the 2008 DoDIIS Worldwide Conference. Joe Cirka, left, vice president of intelligence programs at MicroLink gives LTG Michael Maples, director of DIA, and Robert Cardillo, deputy director for analysis, a first-hand look at Concept Search, just one of the many tools available to analysts on the DoDIIS Portal. Maples talked about the way ahead for the enterprise at the conference, and attendees heard from subject matter experts about latest technological advances that are driving the industry. Read more about the conference in the March 31 issue of the InterComm newsletter.

Photo by Lorette A. Murray, CP

The Communiqué Staff interviewed one of the agency's departing "legacies" and asked her to share her career experiences and a few word's of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Col Dawn T. Jones

Photo by Monica Y. Tullos, DH

How long have you been with DIA, and where have you worked within the agency?

I came to DIA 26 years ago as an active-duty Air Force captain assigned to the Soviet/Warsaw Pact Division, today's Directorate for Analysis Military Forces Analysis Office (DI/MFA), at Arlington Hall Station.

I was part of the first contingent of employees who opened up the "old" DIAC in 1984. After a four-year tour I continued to support DIA in the Air Force Reserve as an individual mobilization augmentee (IMA) assigned to the Directorate for Intelligence (J2) at the Pentagon.

Through the 1990s I worked weekends on all three shifts in the Alert Center as a desk officer for Russia and later Asia/Pacific. I culminated my time in J2 as the assistant deputy director for intelligence. By the time I was a lieutenant colonel, I returned to the DIAC to support what is today the Joint Intelligence Task Force for Combating Terrorism (JITF-CT).

After three years there, I joined the adjunct faculty of the Directorate for Human Capital Joint Military Intelligence Training Center (HC/JMITC) where I co-taught the weekend version of the Indications & Warning (I&W) Analysis Course. Then I was accepted into the Reserve Attaché Program and joined the Directorate for Human Intelligence (DH). I've been fortunate to cap my Air Force and DIA careers not only as a Reserve air/defense attaché in Tel Aviv, Riga and Algiers, but also on special tours for DH in its offices of Issue Management and Plans.

What are your fondest memories with the agency?

I have to say my fondest memories are at Arlington Hall Station when I would jump over desks to answer the ringing phone. It was my fiancé whom I had met within the first three months of my working at Arlington Hall. He had since left DIA and moved out of town. We were married two years later in Arlington Hall Chapel.

What lessons did you learn throughout your career that you would pass on to others?

In terms of how to best do the intelligence job, I have learned communication among peers and the sharing of ideas are critical components to "best practices." That literally means don't spend too much time in the cubicle, but physically visit counterparts to discuss thoughts and ideas about whatever the latest challenge is. Even people you don't think of as counterparts may have the missing link you've been looking for. In terms of Reserve/active-duty integration, the Reserve work force brings extensive knowledge and varied experience to the DIA mission. Expect much from the reserves and task them accordingly.

What would you consider to be your greatest contribution to DIA?

In this business it's sometimes difficult to see your contribution — Did anyone benefit from the document I wrote on Soviet air defenses once the USSR disintegrated? Did my manipulations of the terrorist database ever have an impact on operations? Did any of my I&W students ever alert decision-makers of an impending crisis? As a minimum I hope I've put a "quality face" on the reservist title. Though I'm proud to be an IMA, in all the DIA directorates in which I've worked, I've wanted people to say, "I didn't know she was a reservist."

What do you think has been the biggest change or had the biggest impact on DIA during your career?

I would say a combination of the "knowledge explosion" combined with an asymmetric warfare paradigm. The impact of this combination is that we have to think about military threats in a new and different way from times past, while adapting our products to a more savvy, knowledgeable consumer. We want to learn how to ferret out the true leads from a field of many diversions to provide the kind of intelligence that will help our customers accurately connect the dots.

Do you have any final words of wisdom you would like to share before you part from DIA?

If you are an expert in your field don't get so smart that you block out information that just can't be. Please continue to use and value your Reserve cadre, and don't ignore those who are still inexperienced. It will be a combination of the younger and older, the active duty and reserves who together will produce excellent work in defense of our nation.

DIA and You: Strengthening Ties to YOUTH in the Community

By Mika J. Cross, EO

Since 1994 DIA and its pool of dedicated civilian and military volunteers have played an active role serving community public schools, students and citizens through the Partnership in Education (PIE) Program. The authority to establish the PIE program originated in President Ronald Regan's administration and has been carried on throughout President George W. Bush's "No Child Left Behind" initiative.

The PIE program supports the federal role in strengthening public school education in grades K-12 and is designed to help close achievement gaps between disadvantaged and minority students and their peers — especially in reading, math and physical sciences.

DIA's PIE program is managed by the Equal Opportunity Office (EO) and includes two local community schools in the National Capital Region, Malcolm X Elementary School and Hoffman-Boston Elementary School, as well as the West Huntsville Elementary School in Huntsville, Ala. Each year

Photo by Derrick Turner, EO

E'Lecia Johnson, chair of the MSIC Adopt-a-School Program, and Sharon Hampton, secretary at West Huntsville Elementary School, sort through food donated by MSIC employees for the school.

Photo by Margena Garrett, EO

PO2 Karminna Ramdhan sports a "Suess top hat" to show her enthusiasm as she volunteers at Malcolm X Elementary School for a Read-Across-America event on March 3.

the school principals define volunteer opportunities and special requirements for the chief of EO to approve through a formal agreement. This agreement authorizes DIA to create a pool of volunteers to tutor students in math, science and reading. Volunteers also participate in DIA-sponsored events such as Read-Across-America Day, career day, and annual school supply and holiday food, toy and clothing drives. For more than 14 years, DIA has provided disadvantaged community students and their families with food and toy baskets during the holiday season.

Currently more than 60 employees from across the agency volunteer to serve as individual and group mentors, classroom and computer lab assistants, facilitators in self-esteem groups for girls, and tutors. These volunteers come from a wide background of expertise and career fields and demonstrate real-life experience in the working world throughout a variety of occupations. DIA's current volunteer pool ranges from intelligence analysts, procurement specialists, engineers, police officers, staff officers and computer scientists - all who take time out of their busy schedules to support DIA's PIE activities.

If you are interested in learning more about how you can volunteer to support these important community programs that foster positive outreach, contact EO at (202) 231-8178.

Help DA Help You!

Click on the DA Surveys link on the Directorate for Mission Services JWICS homepage to give your feedback on the:

- cafeteria
- mailroom
- video services
- graphics/publications services
- web services

Don't wait – your opinion matters!

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in February & March 2008

By the Office of Human Resources, HC

Civilian Retirements

Roland A. Berritt, DH
David L. Church, DH
Thomas J. Cummins, HC
Vanessa L. Evans, DH
M. Ellen Jones, DI
Patrick R. Jordan, DI
Linda L. Keel, DI
Michael R. Lamb, DT
David J. Osias, DT
Paula G. Parsons, FE

Employee Celebrating 45 Years Federal Service

James O. Langland, DH

Employee Celebrating 40 Years Federal Service

Glenn K. Chang, DS

Employees Celebrating 35 Years Federal Service

Brenda M. Colson, HC
Dale P. Helmer, DT
Dianne W. Hough, HC

Employees Celebrating 30 Years Federal Service

Catherine P. Beyer, DI
Mark J. Bogart, AE
Gerald A. Cady, DI
Michael B. Claudy, DI
Michael J. Colt, HC
Richard A. Haggerty, J2
Norman I. Hurwitz, FE
Peggy L. Laing, DA
Margie S. Owens, DI
Lynn S. Siegel, DI
Richard L. Stamps, DI
Shari R. Taylor, DI

Employees Celebrating 25 Years Federal Service

Sherry D. Anderson, AE
Christopher C. Beck, DI
Christopher P. Carlson, DI
David S. Caulfield, CS
John D. Davis, DA
Craig D. Day, DI
Anthony C. DeLegge, DJ
Grady J. Edmundson, DA
Karl R. Gelinas, DI
Norma J. Grigsby, DI
Michelle E. Hicks, DA
Stephen R. Ingram, DH
Susan K. Luce, HC
Jill E. Meska, DS
Wendell L. Rosemond, DA
Patricia A. Silber, DA
James G. Williams, DA
Brenda J. Wright, DI
Karl F. Wolfgang, DS

Employees Celebrating 20 Years Federal Service

Jay M. Boone, DA
Janet S. Brubaker, DI
Michael J. Cleary, DT
John T. Day, DI
James L. Eden, DI
William A. English, DT
Bradford C. Fish, DA
Andrea S. Flowers, DA
Snookie R. Fravel, DA
Thomas I. Fulton, DA
Victoria S. Lee, DS
Lourdes Y. Parrilla, DJ
Bethany H. Penstell, HC
Jennifer L. Perry, DI
Denise M. Peters, HC
Pamela S. Robinson, AE
John P. Shannon, DS
Wallace R. Staflin, DA
Randall H. Wong, DS

Employees Celebrating 15 Years Federal Service

John K. Barba, DS
John Benson Jr., DA
Chad A. Bepple, DS
Denise M. Campbell, MC
Noelle E. Corley, DI
Hector J. Garza, DH
Denis M. Greenidge, DS
April D. Gregory-MacDicken, DI
Martin W. Haydon, DS
Karla D. Kase, DA
David A. Mack, DI
Stephen C. Mckenzie, DH
Lohntraya S. Miller, DA
Shirley A. Nathan, HC
Young D. Pham, DI
Cynthia L. Reed, DS
Wayne E. Spangler, DS
Monica L. Velasco, DH
Gregory B. Watson, DI
Brian T. Wright, DH

Employees Celebrating 10 Years Federal Service

Richard T. Boyer, DA
Christine A. Calabrese, DA
Peter A. Cesaro III, DH
Joseph C. Conway, DI
Matthew A. Fitzsimmons, DI
Monica Garcia-Dooley, DI
Jamesha B. Hairston, DH
Ralph P. Hanson, AE
Marlon D. Harris Jr., DI
Megan Hassett, HM
Jodie E. Hogan, DH

Adam S. Hoggard III, DH
Laurence M. Jones, DA
Eric J. Kravchick, FE
Lawrence J. Lee, DI
Fatima R. Leonard, HC
Grace L. Logan, DH
Dana N. Matthews, HC
Matthew J. McLeod, DI
Martin R. Miller, DA
Patrick J. Moakley, DI
Alexander S. Nisbet, DA
Randy M. Notto, DS
Carl R. Ogle, DH
William B. Olexy, DA
Patricia A. Osgood, DI
Bernadette Paschel, DI
Byron M. Platt, DH
Kristopher J. Reams, DH
Edward E. Rodrigues, DH
Carolina Rudisel, DH
Kenneth W. Schleicher, DH
Ronald C. Siebert, DI
Kirk R. Towner, DA
Randy W. Wheeler, DH

DIA Promotions to DISL

Richard C. Baffa, DI
Richard E. Snyder, DH
Daniel F. Van Gundy, IE

DIA Promotions to GG-15

James T. Anderson, DI
Cheryl P. Boudreau, HC
Mitra J. Brewer, DI
Lee A. Brown, DI
Bruce D. Bryant, CS
Orville D. Dee, DI
Scott F. Douglass, DI
Jack C. Gardner Jr., DI
Bruce Hase, DH
Robert L. High, DI
Paul G. Johnson, DH
Kimberly A. Kinney, DI
David K. Layman, DH
Denise M. Peters, HC
Jerry D. Pownall, CS
Stephen L. Sadler, FE
Jerry D. Sharp, CS
Mark A. Smith, FE
Janet L. Sperry, FE
Brett A. Stern, DA
Michael W. Thomas, DH

DIA Promotions to GG-14

Kenneth D. Bass, DH
Donald J. Becht, DA
Steven M. Berkowitz, DI
John W. Blue, DH
Fara Burrus, DI
Thomas L. Crandall, DH
Carrie L. Crawford, CS
Kevin B. Donahue, DH
Brian W. Earley, IE
Donald B. Eckstein, DI
Charlotte E. Edgerton, AE
Joseph R. Fraley Jr., DH
Brian T. Holmes, DI
Jeremy M. Johnson, DA
Martin F. Kindl, DI
Christopher Lew, DI
John S. Lewis, DA
John A. Manclark, DH
Tara L. McKinney, DA
Patrick M. Mellon, DJ
Richard T. Reilly, DI
Charles Rhodes, DA
Pamela S. Robinson, AE
Edward J. Swall, DS
Tara E. Swersie, DI
Jeffrey B. Thompson, DI
David L. Tomlinson, HM
Lian C. Wang, DH
Mark W. Wever, DI
Cassandra D. White, DA
Linda L. Wozniak, FE

DIA Promotions to GG-13

Nikolas A. Alexander, DI
Steven M. Atkins, DH
Nancy J. Baugh, AE
Thomas M. Bladen, DH
Amanda L. Bowman, DS
Carley E. Brown Jr., DH
Matthew C. Brown, AE
Randy Crabtree Jr., DA
Amy D. Creech, DI
Diane L. Dutka, DI
Benjamin P. Eichhorst, DT
Thomas R. Ferkinhoff, DA
Gary L. Fike, CS
Jennifer L. Flahive, DI
Ester R. Flynn, HC
Heather A. Ford, FE
Michael Forson, DI
David A. Garbe, DS
Thomas C. Goering, DI
Vedrana Hadzialic, DI
Robert L. Horner Jr., DH
Ashmah Hosford, DI
Alicia G. Isgrigg, DH
Nathan L. Ives, DH
Garrett T. Jenkins, DH
Ichiro K. Kana, DH
Jeremy R. Karbowski, DT
Stephen P. King, CS
Jocelyn D. Knight, DI
Elizabeth M. Leyne, DI
Danielle K. Love, DI
Kristen Machado-Kenney, DI
Sheila M. Maguire, DI
Jeanette A. Mix, DH
Aubrie L. Ohlde, DI
Tyla J. Overberg, DH
Elizabeth M. Perry, DI
Adam R. Pierce, FE
Matthew Pietruszka, DI
Moira S. Quentin, HC
Kathleen L. Sanders, DA
Stacia D. Sass, FE
Jonathan C. Scott, DS
Olivia A. Scott, DH
Twyla N. Stephen, FE
Jean M. Taitano, DA
Jodi C. Thomas, IG
Linda J. Tolcott, DH
Jeffrey B. Vollers, DI
Helen L. Wakefield, DH
Grant M. Warren, DH
Cornell S. Weisner, DH
Candace P. Williams, DI
Timika L. Willis, DH
Puong F. Yeh, DI
Sevinc Yilmaz, DI
Leslie M. Zabala, DI

DIA Promotions to GG-12

Lindsey N. Achee, DI
Christy D. Adamson, DS
Jean C. Armon, DH
Mark D. Ashton, DH
Thomas G. Ayers, DI
Jesse T. Baker, DI
Pamela J. Barnes, HC
Justin B. Benzie, DI
Kathryn C. Berman, DI
Steven R. Bini, DA
Amy R. Blankenship, DI
Deborah S. Bogan, FE
Patricia A. Carson, DH
Brenda L. Chase, DH
Paula A. Chisholm, DA
Anna M. Christensen, DI
Heather N. Collins, DA
Mary E. Connors, DH
Edwina D. Crable, FE

Arteamus R. Crayton, DI
Flecia F. Dahir, DI
Peter DeNesnera, DI
Roxanne M. Dupree, DH
Sean M. Edlow, DH
Nathaniel A. Esty, DA
Lorrie A. Evans, DI
Maria N. Farkas, DI
Elba Y. Figueroa, CP
Bradford C. Fish, DA
Abby K. Gambrel, DI
Jennifer L. Gamza, DA
Keith M. Gerver, DI
Pamela K. Graney, DA
Karla J. Herdzik, DI
Casey M. Hingston, DA
Larry Y. Huang, DI
Angela L. Inge, DA
Janese M. Jackson, HC
Lillie K. Jordan, DA
Austin D. Kaiser, DH
Robert E. Kaniewski, DI
Anderson J. Lammon, DH
Mark J. Laurent, DI
Valerie N. Lea, DH
Jennifer L. Lee, DI
Pooja S. Livingston, DI
Sandford J. Lyndon, DH
Amber L. Mann, DI
Christopher P. Marcoux, DI
Dante E. Mason, DH
Jervon McBride, DS
Heather L. McCaw, DI
Michael L. McDonald, FE
Ashton P Mclean, DH
Jana B. Mills, DA
Alison L. Minish, DA
Roger D. Mitchell, DH
Jessica L. Morgia, DI
Tristan G. Mueller, DH
Natalie E. O'toole, DH
Geoffrey F. Peterson, DI
Andrea J. Schaal, DJ
Erika N. Schick, J2
David B. Sharp III, DA
Sean P. Seeley, DI
Nancy A. Smith-Connelly, DI
Penelope A. Taylor, DI
Wendy B. Taylor, HC
Emily C. Thomas, DH
Marcelyn L. Thompson, DI
Brent C. Travers, DA
Winston T. Vetro, DH
Monica C. Volska, DH
Andrew J. von Ehrenkrook, DT
Benjamin D. Walsh, DH
Charles A. Warren, DH
Mary A. Webston, HC
Darlene E. Williams, DA
Mario J. Wilson, DH
William M. Wininger, DI
Henry W. Yep, DI

DIA Promotions to GG-11

Tim Adgent, DI
Carson B. Allen, DH
Frank P. Bartos, DI
Anna R. Brooks, DH
Regina J. Burgess, DI
Ann M. Busby, DI
Tyler M. Cole, DI
David J. Copley, DI
Eric S. Davis, J2
Joshua J. Deaton, DI
Tonya R. Doyle, DH
Heather M. Evans, DI
Wade K. Ewing, DI
Aaron J. Ford, DH
Sherri L. Gibson, DI
Melody D. Glander, FE
Ruben R. Glazer, DI
Nicole B. Hale, DI
Amanda R. Hampton, DH
Tyona N. Harris, AE
Mark S. Heffernan, DH
Jamison C. Heinkel, DI
Karla J. Herdzik, DI
David M. Hughes, DS
Vickie K. Jackson, DI
Marvin E. Jones, DS
Jessica Larson, DI
James E. Kenealy, DI
Devin J. Kennington, DI
Sally R. Lawson, DS
Magdalene J. Leyva, DI
Sarah Lippitt, DI
Jennine Liu, DI
Devon J. Madison, DH
Richard A. Matthews, DH
Jessica A. McRae, DH
Shavonne N. Moore, DA
Addie L. Newman, AE
Elizabeth A. Orsini, DI
Joshua D. Parker, DA
Katherine E. Petek, AE
Francis E. Pose, DH
Ricardo Rodriguez, DI
Jacob E. Roland, DH
Gregory L. Segale, HC
Jose A. Serranojuarbe, DS
Lauren A. Shrem, DA
Julia Stevens, DI
John A. Terry, DI
Kristy M. Thomas, HC
Craig D. Turman, DS
Hank A. Wales, DH
Adam G. Whiteley, DI
Lynnae D. Williams, DI
Heather R. Willison, DS

DIA Promotions to GG-10

Lawrence S. Agnew, HC
Damon S. Ashburn, DH
Tracy I. Barrick, DH
Emma Y. Beede, DH
Jack A. Belmont, DH
Scott A. Belusik, DI
James M. Bland, DI
Ruthie L. Bowser, DA
Mason D. Burke III, DH
Shannon M. Carpenter, FE
April M. Cartwell, DI
Laura E. Chalmers, DI
Hailey N. Churchill, DH
Eric P. Corrigan, DI
Marissa K. Dearborn, DI
Bradford J. Decker, DH
Keith F. Dyson, DH
Lisa M. Egan, DI
Dionne R. Ford, DA
Josephine L. Goddard, DH
Alfredo Gonzalez, HC
Michael E. Hannesschlager, DI
Brent J. Hardie, FE
Donita L. Harris, DH
Melissa L. Hill, HC
Lindsay L. Irvine, MC
Lenoria F. Johnson, FE
Margaret S. Keller, DA
Jongsun A. Kim, MC
Breann E. Lear, DH
Jonathan J. Lee, MC
Kevin A. Lyons, DI
Ryan M. Malanowski, DI
Chrishida P. McEwan, HC
Javier A. Medina, DI
Elisa C. Miller, DA
Kathryn Miller, DS
Tiffany V. Nickerson, CE
Susan B. Nicholas, J2
Austin C. O'connor, DH
Kenlyn Peabody, DI
Jason M. Pederson, DI
Victor J. Pena, DH
Bethany S. Peterson, DH

Jorge L. Rodriguez, DI
Timothy J. Rowe, MC
Matthew W. Silk, DI
Kevin D. Stolte, DA
Mollie D. Valentine, DS
Kimberly R. Ventresca, DI
Elliot N. Warren, HC
Amanda W. Williams, DT
Cameron A. Watkins, DI
Allison J. Wedemeyer, DI
Meredith M. Wilson, DI
Anita V. Young, DH

DIA Promotions to GG-09

Camille E. Adams, HC
Michael W. Baca, DI
Elizabeth T. Baldwin, DI
Joseph L. Blankenburg, DI
Eric M. Brown, DI
Sean P. Conlen, MC
Jason M. Evanston, HC
Linda J. Fayram, DS
Gregory S. Floyd, DH
Emily R. Giustini, DI
Adam M. Goodman, DH
John L. Gypson, DI
Kyong D. Han, DS
Rachel A. Hatch, DH
Anthony J. Heffner, DH
Jennifer E. Hoffman, DA
Latoya R. Ingram, HC
Tabitha D. Jett, DA
Alexander J. Kinnahan, DH
James R. Kress, DI
Jason M. Lemken, DA
Lajoy A. Lindsey-Hanohano, DH
Ashley B. Long, DI
Jessica M. Nelson, DS
Brooke L. Noriega, DH
Fiona M. Novak, HC
Nathaniel J. Prum, DI
Luis Rodriguez-Cortes, DA
Jennifer M. Sieviec, DI
Tasha L. Stanback, FE
Brittany M. Sterrett, MC
Karen L. Watjen, DA
Jesse R. Wilson, DA
Stephen M. Yoskowitz, DI

DIA Promotions to GG-08

Patrick Abbott, DI
Renee K. Angevine, DI
Marisela Bobadilla, DA
Gregory W. Booth, FE
Elena K. Charnetzki, MC
Elbert L. Dozier, DA
Katherine E. Ebba, FE
Michael A. Faino, MC
Andrew Gafford, DI
Leroy M. Garza Sr., DA
Louisa E. Gross, DH
Thomas Haid, FE
Amanda L. Hathaway, DI
Vanessa E. Holder, MC
Tina R. Howe, HC
John Hutchinson, DI
Kristine N. Jones, DA
Robert C. Kavanaugh, DA
James J. Kelly, DI
Ashley K. Mayronne, DA
Ryan T. McChristian, MC
Tammy D. Mitchell, HC
Monica C. Schroeder, DI
Anna M. Siegert, DI

DIA Promotions to GG-07

Corisha M. Johnson, DA
Jarrett W. McRae, DA
Homer F. Peters, DA
Shawn A. Timberlake, DA

Army Promotions

COL Brendan B. Mcaloon, DH
LTC Maatthew Battiston, DH
LTC Thomas W. Cook, DH
LTC Michael R. Corpening, J2
LTC Richard S. Grammer, DI
MSG Michael F. Eddy, DH

Air Force Promotions

Col Zoe M. Hale, DT
Lt Col Timothy F. Giras, CE
Lt Col Elliott G. Jourdan, DI
Lt Col Richard Mccleary, DH
Lt Col Therese A. Schuler, HC
Maj Dennis Mcnabb, DH
SMSgt Paul Wilson, DH
MSgt Jon M. Bergmann, DT
TSgt Pageio J. Gordon, J2
TSgt Natasha Williams, HC
TSgt Joslyn P. Woods, DS
SSgt Ashley M. Howell, HC

Navy Promotions

CAPT Reggie Carpenter, DH
CAPT Christopher M. Strub, DI
LCDR David C. Varona, DI
PO2 Gean P. Alicea, J2
PO1 Damon M. Southers, DT
PO1 Amber R. Sherman, DI

on the HORIZON

events for JUNE & JULY 2008

June

June 4 Clarendon Ice Cream & BJ's Wholesale Club Social, 11 a.m. to 1 p.m.

June 5 Crystal Park Ice Cream Social, 11 a.m. to 1 p.m.

June 6 National Yo-yo Day

June 11 DIAC Vendor Fair, 10 a.m. to 2 p.m.

June 11 DIAC Ice Cream Social, 11 a.m. to 1 p.m.

June 12 Communications Board Meeting, noon, Pentagon 1B854

June 12 DIAC Bag Lady Vendor Fair, 10 a.m. to 2 p.m.

June 14 Army Birthday

June 14 Flag Day

June 15 Father's Day

June 15 — July 11 DNI's Summer Hard Problem Program (SHARP) 2008, "Biological Warfare Perpetrators: Rationality, Culture and Likelihood of Discovery," Naples, Fla.

June 17 DLOC Ice Cream Social, 11 a.m. to 1 p.m.

June 18 DIAC Fitness Center closed 9 a.m. to noon

June 19 Crossing Boundaries, noon, Tighe Auditorium

June 19 Pentagon Ice Cream Social, 11 a.m. to 1 p.m.

June 19 Juneteenth: The oldest known celebration of the ending of slavery

June 21 Summer Solstice

June 25 DIA's Take Your Child to Work Day

June 26 Recognition of Excellence, 2 p.m., Tighe Auditorium

June 26 CWF Council Meeting, 9 a.m.

July

National Ice Cream Month

July 2 DIAC Blood Drive, 9 a.m. to 1 p.m., DIAC Conference Center. Appointments (202-231-6000) or walk-ins welcome.

July 3 DIAC Pre 4th of July Celebration Ice Cream Social, 10:45 a.m.

July 4 Independence Day (federal holiday)

July 8 Crystal Park Ice Cream Social, 11 a.m. to 1 p.m.

July 9 — 10 Sparkling Ideas Vendor Fair, Clarendon, 9:30 a.m. to 1:30 p.m.

July 10 Communications Board Meeting, 11:30 a.m., DIAC TBD

July 13 — Aug. 8 DNI's Summer Hard Problem Program (SHARP) 2008, "Cyber Space Spillover: Where Virtual Games Get Real," San Jose, Calif.

July 14 Bastille Day

July 15 DLOC Ice Cream Social, 11 a.m. to 1 p.m.

July 16 DIAC Fitness Center Closed, 9 a.m. to noon

July 17 Pentagon Ice Cream Social, 11 a.m. to 1 p.m.

July 24 CWF Council Meeting, 9 a.m.

July 24 Crossing Boundaries, noon, Tighe Auditorium

July 26 Disability Independence Day: Celebrating the anniversary of the signing of the Americans with Disabilities Act

July 31 Recognition of Excellence, 2 p.m., Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications Web site.

My Parent Supports the
WARFIGHTER

Defense Intelligence Agency

2008 Take Your Child to Work Day

Wednesday, June 25, 2008

Join DIA parents and their children for DIA's

Take Your Child to Work Day
June 25, 2008

Additional information will be available on the Internal Communications Web site soon.